



MOVING FORWARD

Implementation Plan



COMMITTEE TO END
HOMELESSNESS
KING COUNTY

Funding for the development of this plan was provided by the Bill and Melinda Gates Foundation and United Way of King County.

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CONTEXT

In December 2008, the Bill and Melinda Gates Foundation and United Way of King County awarded King County a planning grant to evaluate the local homeless housing and service system for families and identify strategies to prevent and reduce family homelessness.¹ Building upon lessons learned from the Sound Families Initiative and national research on family homelessness, the Bill and Melinda Gates Foundation identified five promising approaches that have proven effective individually in reducing family homelessness in a number of communities across the United States: coordinated entry, prevention, rapid re-housing, tailored programs and linkages to economic opportunities.

The Washington Families Fund (managed by Building Changes), with the support of the Bill and Melinda Gates Foundation and other private sector funders, is expanding their work in King, Snohomish and Pierce Counties in order to test, in combination, these emerging new concepts.

The planning process King County is undertaking encompasses three distinct phases of work:

1. A landscape assessment report that contains a detailed analysis of the county's existing resources and systems for addressing the needs of homeless families
2. A strategic plan that proposes specific strategies for improving county systems with particular emphasis on the five promising approaches identified above
3. An implementation plan that describes specific timelines, resources, responsibilities, and desired outcomes for implementing the strategies identified in phase two.

This document represents the third and final phase of the three phases of work. As with any system change, this plan will require a number of years to implement; this implementation plan includes the following:

- Timeline for the implementation of the major initiatives within this strategic plan
- Clarification of the roles, responsibilities, and commitments of local stakeholders in carrying out this plan
- Identification of the outcomes that will be assessed to ascertain whether and to what extent proposed improvements are occurring
- Identification of the estimated costs and potential resources for implementation of this strategic plan.

“Moving Forward: A Strategic Plan for Preventing and Ending Family Homelessness” puts forth a series of strategies to shift the family homelessness system in ways that will more effectively serve families facing or experiencing homelessness. By building on existing strengths, bringing successful programs to scale, integrating services and programs and coordinating community efforts, the system will reduce both the number of families who experience homelessness and the length of time families

¹ The Bill and Melinda Gates Foundation selected King, Pierce and Snohomish counties to participate in this process. This newly expanded work of the Washington Families Fund is managed by Building Changes, a public-private partnership.

spend homeless. The initiative focuses on creating change in five key areas that will have the most significant impact on an overall system change.

- 1. COORDINATE ENTRY AND ASSESSMENT** To give families a convenient and standard way to find the services and housing they need as quickly as possible.
- 2. PREVENT HOMELESSNESS FOR FAMILIES MOST AT RISK** To keep families who are on the edge of homelessness housed and quickly connect them to the services they need.
- 3. MOVE FAMILIES QUICKLY TO STABLE HOUSING** To help families regain stability by moving into non-time limited housing as quickly as possible.
- 4. FOCUS SUPPORT SERVICES ON HOUSING STABILITY** To provide individual families with the right services at the right time and connect families to services they need and want to maintain housing stability and self-sufficiency.
- 5. INCREASE COLLABORATIONS WITH MAINSTREAM SYSTEMS** To assist families in accessing the services, housing and income supports they need to maintain housing stability.

The identified strategies are designed to shift current family homelessness services to more effectively serve families facing or experiencing homelessness. The new approach requires a comprehensive and deliberate shift in our local homeless service delivery system, the realignment of existing resources, expansion of public and private resources, and increased cross-systems collaboration.

The *Moving Forward* Strategic Plan is available online at:
www.kingcounty.gov/socialservices/Housing/ServicesAndPrograms/Programs/Homeless/HomelessFamilies

This model reaffirms and builds upon the goals of the Committee to End Homelessness (CEH) Ten-Year Plan to End Homelessness, as well as multiple other city, county and community planning processes. In addition, this plan provides us with an opportunity to realign our family homeless system with local, state, federal and philanthropic funding opportunities. In particular, this new direction is consistent with the reauthorization of the McKinney Vento Act (HEARTH Act) and the State's proposed Consolidated Homeless Grant Program. While the focus of this initiative is on bringing about countywide system changes towards this new approach, it is understood that this will be achieved in concert with a variety of initiatives. Through the CEH, our community is also working to:

- Increase affordable housing opportunities for households experiencing homelessness through ongoing production of housing units and increased access to existing rental units; while maximizing the use of rental subsidies.
- Fully implement and utilize the Homeless Management and Information System (Safe Harbors).
- Build the public and political will to end homelessness; including advocacy efforts.

In other words, the Moving Forward initiative aims to increase the efficiency with which our existing affordable housing resources are delivered to homeless families; the equally critical work of creating new affordable housing will continue through the ongoing efforts of CEH and our advocacy partners.

SYSTEM REALIGNMENT

System realignment will require a fundamental cultural shift for all levels of our family homeless assistance network: agencies serving families facing a housing crisis; funders providing resources that support the homelessness services system; and mainstream service systems supplying long term supports to families before and after their period of housing instability.

A system wide shift in our approach to prevent and end homelessness for families will evolve over several phases and involve a number of key design elements throughout the process. Experiences from other system change efforts have stressed the importance of making sure the change is focused and manageable, giving programs and staff time to adjust to a change in both philosophical and service approach. Transformational system change will occur both on a system wide level and within provider agencies.

This transformation strategy is a multi-year system change plan based on local experience and education from other successful transformation initiatives including The Shifting Gears Initiative, the National Association for Ending Homelessness guide to Organizational Change: Adopting a Housing First Approach, and the King County Mental Health System Recovery Plan.

Change, even under the best of circumstances is difficult. A true transformation will take time, effort and resources. Change means doing things differently and this can be challenging for a number of reasons, including²:

- A lack of information, understanding or trust
- Self-interest and the perception that one will be short-changed as a result of transformation
- Institutional inertia
- Fear that one will be unable to adapt to the change, or lack the necessary skills
- Differing assessments of the need for change and its costs and benefits.

A conscious decision was made to focus this strategic planning effort on an approach that will generate the largest impact towards achieving this “shift” on a system-wide level. There will be many challenges in implementing these overarching systematic and programmatic changes and it is acknowledged that it will take multiple years with numerous interim steps. The strategic plan is intended to provide a framework for the needed “shift” in thinking and resources away from traditional approaches to addressing homelessness. The timeline and incentives of the implementation framework will allow funders and providers to learn and implement new approaches, see the benefits of change to clients and agencies, and to make progress within a realistic timeframe.

² Source: National Association for Ending Homelessness guide to “Organizational Change: Adopting a Housing First Approach.”

APPROACH

This approach requires a complete paradigm shift in the ways that the local network of homeless housing and services agencies operate and work within their own programs and in relation to each other. Many agencies support the plan and embrace the concepts of change; however, they still need significant technical assistance to shift from their current practices to new ways of delivering services. There is a broad consensus that a flexible housing stabilization approach will use resources more effectively, however, the intention is not to abandon the current system of shelter and transitional system and build a new system. Instead, the focus will be to support the current network of family homeless assistance providers in realigning existing programs, while investing new resources into building the infrastructure to fill gaps and when applicable enhance or bring to scale existing program models.

These changes at the program and funding level are expected to happen simultaneously, over multiple years in order to provide the pressure and support that are necessary for a successful system transformation. Pressure is usually thought of as a bad thing and support as good but there is a constructive role for both in a system level change. Pressure without support can lead to resistance and alienation; support without pressure leads to drift or waste of resources.

It is important that the transition process be carefully managed to ensure that there are no unintended consequences, for example families who are experiencing homelessness do not observe any interruption in services or additional hardship, as a result. Effective plan implementation requires on-going and timely evaluation of implementation activities to assess potential barriers, unintended consequences and opportunities that arise. Successful implementation will also depend on accountability and transparency.

Change is extremely difficult and once the process begins it is possible that outcomes and strategies may need to be adjusted. The plan must be fluid enough to allow for mistakes, adjust to meet challenges, and take advantage of opportunities both from within and outside of this system. While the plan must be flexible, it also needs to be well structured and designed to capture progress and demonstrate results against clear end goals. Outcomes must be tracked frequently to determine progress and make necessary adjustments.

During year one, detailed work programs will be developed for each of the key strategies identified for implementation. Work programs will outline the scope of work, tasks, oversight and staffing, identification of relevant planning sub-groups, schedule and milestones, and projected budget. In subsequent years, work programs will be developed annually to identify upcoming tasks and timelines for implementing the strategic plan.

The following table shows how the strategic plan will be implemented, including who is responsible (Lead Partners), whether the strategy is new or continuing (Status), approximately how much the strategy could cost and whether the cost is one-time or expected to be ongoing (Estimated Costs) and expected timeline for implementation (Phase 1: Years 1-2; Phase 2: Years 3-4; Phase 3: Years 5-6).

KEY SYSTEM CHANGE: COORDINATE ENTRY AND ASSESSMENT

	Lead Partners	Status	Estimated Cost	Phase	Phase 1 Activities Year/ Quarter
OBJECTIVE 1. Create a centralized process with equal access for families to seek and gain housing stability assistance, including prevention assistance.					
Take steps to ensure that families can access coordinated entry regardless of their circumstances.	Implementation Staff Team; Advisory Committee; Agencies serving families with unique barriers; 211; Agency chosen to implement coordinated entry & assessment (CE&A)	New	Low/minimal ongoing costs	Phase 1	2010 4 th Q
Create culturally appropriate access for immigrant and refugee families and those with limited English backgrounds. Ensure safe access for survivors of domestic violence.	Implementation Staff Team; Advisory Committee; Agencies serving families with unique barriers; 211; Agency chosen to implement CE&A	New	Low/minimal ongoing costs	Phase 1	2010 4 th Q
Establish an outreach plan aimed at community and mainstream programs, agencies and services to ensure access for all populations who need housing stabilization services.	Implementation Staff Team; Advisory Committee; 211; Agency chosen to implement CE&A; Mainstream Systems, Community Based Organizations	New	Low/ minimal ongoing costs	Phase 1	2011 4 th Q
Create a public outreach campaign to inform the public regarding 211 as entry point for housing stabilization services.	Implementation Staff Team; Advisory Committee; 211; Agency chosen to implement CE&A; consultant	New	Low/one-time cost	Phase 1	2012 1 st Q

OBJECTIVE 2. Enable system to uniformly assess families and match them with housing resources and services that best fit their circumstances and preferences.

Establish a uniform screening and assessment tool to gather information about a household and their housing and service needs, administered by a cadre of specialists trained and skilled in conducting assessments.	Implementation Staff Team; CE&A Strategy Team; 211; Homeless Housing and Prevention Providers testing the tool; Westat Evaluation Team	Started/Refine final tools	Low/one-time cost	Phase 1	2011 1 st Q
Create and adopt a scale that identifies families' housing stability challenges (low through high).	Implementation Staff Team; CE&A Strategy Team	Started/Refine final scale	Low/one-time cost	Phase 1	2011 1 st Q
Facilitate assessment and sharing of agency program eligibility requirements and their case management capacity in relation to the adopted scale.	Implementation Staff Team; Funders, Shelter, Transitional, and Prevention Services Providers	New	Low/one-time cost	Phase 1	2011 1 st Q
Employ a placement process for connecting families to the most appropriate service provider.	Agency chosen to implement CE&A; Implementation Staff; Homeless Housing and Prevention Providers	Testing (limited)/Bring to scale	High/ongoing costs	Phase 1	2011 3 rd Q
Engage with providers, stakeholders and large and small community groups to inform them about new coordinated entry system, with particular attention to harder-to-reach and non-service seeking populations.	Agency chosen to implement CE&A; Implementation Staff	New	Low/ongoing cost	Phase 1	2011 3 rd Q
Work with families already in emergency shelters and transitional programs, as the first step of Coordinated Entry and Assessment.	Agency chosen to implement CE&A	New	Low/one-time cost	Phase 1	2011 3 rd Q

OBJECTIVE 3. Use system-level data to inform planning and funding of programs based on a more accurate understanding of the true scope of family homelessness in King County.

Develop oversight structure to regularly review coordinated entry system progress, including providing feedback on future direction and reviewing system level data on trends.	Implementation Staff Team; Advisory Committee	New	Low/ongoing cost	Phase 1	2011 1 st Q
Work with Safe Harbors (local HMIS) to ensure that consistent system-level data is being collected.	Implementation Staff Team, Safe Harbors, Funders	New	Low/ongoing cost	Phase 1	2011 4 th Q

Funding Outlook: The Bill and Melinda Gates Foundation has provided King County with a generous grant that provides funding to build the infrastructure supporting the system transformation. This infrastructure funding will be spent on a variety of items covered by these strategies, including: start-up costs for coordinated entry and assessment and staffing that will be dedicated to implementing the objectives and strategies of this plan. Specifically a full time staff position that will be responsible for the implementation of the new coordinated entry and assessment system and a part time staff evaluator that will be dedicated to monitoring and evaluating new system level information, as well as system operation and efficiencies gained by coordinated entry

In concert with the development of the Coordinated Entry and Assessment System's start-up and operating budget, a funding plan is being developed for the ongoing operation costs of the system. King County has set-aside \$300,000 in Homeless Housing and Services Funds to be made available through an RFQ to be released in early 2011 to identify an organization to operate the regional family homelessness coordinated entry and assessment system in King County. Multiple sources (TBD) will be combined in a single RFQ to fund the implementation of this system wide initiative in order to leverage Washington Families Fund Systems Innovation Funding.

KEY SYSTEM CHANGE: PREVENT HOMELESSNESS FOR FAMILIES MOST AT RISK

	Lead Partners	Status	Estimated Cost	Phase	Phase 1 Activities Year/ Quarter
OBJECTIVE 1. Target and expand services available for families who are at highest risk of homelessness in order to stabilize housing.					
Support and prepare providers, funders and key stakeholders for changes in prevention service delivery.	Implementation Staff Team; Funders; Prevention Services Providers	New/Started- Continue	Low/one-time cost		Phase 2
Create new expanded prevention services, including shelter diversion, for families at imminent risk of homelessness in order to serve families who are typically not eligible for existing prevention services.	Implementation Staff Team; Funders; Providers	New/Started- Continue	High/ongoing cost	Phase 1	2011 2 nd Q
Evaluate newly-funded expanded prevention services to determine appropriate targeting of higher risk families, including household factors and effective prevention resources.	Funders; Providers	Started-Continue	Low/ongoing cost	Phase 1	2011 2 nd Q
Funders work closely with providers to assess, redirect and align program funding, contracts and outcomes to support expanded prevention services.	Implementation Staff Team; Funders; Advisory Committee; Providers	New	Low/one-time cost		Phase 2
Engage mainstream and community based organizations to integrate prevention activities (early intervention) into their work with families.	Implementation Staff Team; Advisory Committee	New	Low/ongoing cost	Phase 1	2011 1 st Q

OBJECTIVE 2. Make prevention resources more flexible to meet family needs.

Create a flexible financial resource package for families at imminent risk of homelessness. This may include multiple month short-term subsidies, move-in and relocation costs, back rent, utilities, etc.	Implementation Staff Team; Fundors; Providers	New/Started- Continue	High/ongoing	Phase 2
Create a tailored service component to accompany financial supports that is focused on housing stability and based on the needs and priorities of families.	Implementation Staff Team; Fundors; Providers	New/Started- Continue	High/ongoing	Phase 2

Funding Outlook: It is estimated that less than five percent of system wide funding in King County goes towards prevention activities. In order to bring the proposed strategies to scale additional funding will need to be secured and leveraged. We are exploring an opportunity for homeless assistance providers to utilize one-time Systems Innovation Grant funds in 2011 in developing innovative prevention services. The first opportunity may be to test the use of a diversion intervention for families seeking shelter through the coordinated entry system; assisting families in resolving their housing crisis without having to enter shelter, thereby avoiding homelessness altogether.

Mainstream systems will also be engaged to integrate prevention activities into their work with at-risk families, redirecting existing resources towards early intervention activities. It is anticipated that this system level work will begin during Phase 1 but will not be fully realized until Phase 2.

New HPRP funded prevention programs will expire in 2012 (one-time only funding). However, HEARTH Act reauthorization has a greater emphasis on prevention activities within the Emergency Solutions Grant (ESG) program and there may be an opportunity to continue funding currently eligible HPRP prevention activities with ESG; although the amount of resources may not allow for full sustainability without realigning resources.

KEY SYSTEM CHANGE: HELP FAMILIES MOVE QUICKLY TO STABLE HOUSING

	Lead Partners	Status	Estimated Cost	Phase	Phase 1 Activities Year/ Quarter
OBJECTIVE 1. Restructure the homeless housing system to shift from housing readiness to the housing stabilization approach.					
Support and prepare housing and service providers, non-profit housing organizations, property management companies, funders and key stakeholders for shift to the housing stabilization approach.	Implementation Staff Team; Advisory Committee; Funders	New	Low/one-time cost	Phase 1	2010 4 th Q
Funders work closely with providers to assess, redirect and align program funding, contracts and outcomes to support the housing stabilization approach (e.g. outcomes emphasize timely placement of families in permanent housing).	Implementation Staff Team; Funders; Providers	New	Low/one-time cost	Phase 1	2011 3 rd Q
OBJECTIVE 2. Maximize capacity and use of housing resources.					
Align existing emergency shelter and transitional housing programs to the housing stabilization approach; evaluate housing resources intentionally and strategically to achieve outcomes.	Implementation Staff Team; Funders; Providers	New	Low/one-time cost	Phase 1	2012 3 rd Q
Conduct funding and legal analysis of existing properties and programs to inform conversion plans (what is compatible; restrictions; new funding opportunities; timing).	Implementation Staff Team; Providers	New	Low/one-time cost	Phase 1	2011 3 rd Q
Undertake project facility analysis (unit configuration; number of units; property age; needed facility improvements, etc).	Implementation Staff Team; Providers	New	Low/one-time cost	Phase 1	2011 3 rd Q

Perform analysis of current staffing configuration and develop transition plan to support project conversion.	Implementation Staff Team; Providers	New	Low/one-time cost	Phase 1	2011 4 th Q
Address impacts to operating budgets from project/program model conversion.	Implementation Staff Team; Providers	New	Low/one-time cost	Phase 1	2012 1 st Q
Evaluate and modify screening requirements; removing barriers to the housing stabilization approach.	Implementation Staff Team; Providers	New	Low/one-time cost	Phase 1	2011 4 th Q
Develop adequate supply of rental subsidies with transitional support services for families: shorter-term subsidies for those with lower barriers and longer-term subsidies (up to five years) for those with higher barriers.	Implementation Staff Team; Funders	In place-expand	High/ongoing cost	Phase 2	
Enhance the capacity of the Landlord Liaison Project to serve families with a broader range of housing barriers and service needs.	Funders Group; YWCA; Implementation Staff Team	In place-expand	Medium/ongoing	Phase 2	

Funding Outlook: Infrastructure funding from the Gates Foundation will be expended on a variety of items, including staffing and hard costs for systems realignment support and training (Objective 1). Funding may also be used to defer costs and provide incentives to agencies to participate in the system transformation, recognizing that this extensive series of policy and service changes are time consuming and costly for agencies.

In conjunction with the systems change work of providing technical assistance to agencies to shift their current practices to new ways of delivering services, the county and other public funders will begin a multi-year process of using locally controlled grant resources to phase in change, starting with incentives and culminating in mandating compliance with the plan in order to access funding. The intention is not to abandon the current system of shelter and transitional housing, and rebuild a new system, rather the focus will be to support the current network of family homeless assistance providers in realigning existing programs, while investing new resources to fill gaps (such as rental subsidies and permanent affordable housing). Immediate attention will be given to RFPs in 2011 for locally controlled funding sources, particularly local, state and federal resources that currently fund emergency shelter and transitional housing programs.

KEY SYSTEM CHANGE: FOCUS SERVICES ON HOUSING STABILITY

OBJECTIVE 1. Align case management practices to focus on housing stability.

	Lead Partners	Status	Estimated Cost	Phase	Phase 1 Activities Year/ Quarter
Ensure that the professional development series curriculum includes housing stability action planning and focuses on the case management components of housing stability.	Implementation Staff Team; Providers Implementation Staff Team; Advisory Committee	New	Low/ongoing cost	Phase 1	2011 3 rd Q
Establish common set of expectations and guiding principles for housing focused case management.	Implementation Staff Team; Funders Group; Providers	New	Low/one-time cost	Phase 1	2012 3 rd Q
Reconfigure case management practices as needed to deliver site based and/or in home support services to families.	Providers; Funders; Implementation Staff Team	New/Existing-expand	Low/one-time cost	Phase 1	2012 3 rd Q
Case management should be designed to address the cultural and linguistic diversity of the individual households being served.	Providers; Implementation Staff Team	Limited-expand	Low/ongoing cost	Phase 1	2012 3 rd Q
Develop model assessment tool for case managers that builds on the initial Coordinated Entry and Assessment tool and assists staff in identifying for each individual family: current support systems, individual strengths and gaps/barriers.	Implementation Staff Team; Strategy Team	New	Low/one-time cost	Phase 1	2012 3 rd Q
Agencies align their case management practices to be short-term and taper off as stability increases, by supporting families to develop capacity and skills to manage life challenges as they arise.	Providers	Limited-expand	Low/one-time cost	Phase 1	2012 3 rd Q

Coordinate case management services across systems to assure efficient use of client time.	Implementation Team; Advisory Committee	Limited-expand	Low/ongoing cost	Phase 2	
Put housing stability action plans into practice for all participating families. Action plans center on obtaining housing and continuing to strengthen housing stability; maximize all available mainstream supports and entitlements; make an early and strong linkage to income-increasing employment services; and link families to community supports.	Providers; Implementation Staff Team	Limited-expand	Low/one-time cost	Phase 1	2012 3 rd Q
OBJECTIVE 2. Tailor service programs to be flexible and responsive to the needs and priorities of families.					
Realign program requirements to support housing stability case management, including making the services flexible and responsive.	Providers; Implementation Staff Team	Limited-expand	Low/one-time cost	Phase 1	2012 3 rd Q
Create the capacity for case management that is not linked to specific units or programs within agencies.	Funders; Providers; Implementation Staff Team	New	High/ongoing cost	Phase 1	2012 1 st Q
Empower agencies to manage and determine their case management loads across programs within their agency.	Funders; Providers; Implementation Staff Team	New-currently exploring	Low/one-time cost	Phase 1	2012 1 st Q
Funders work closely with providers to assess, redirect and align program funding, contracts and outcomes to support agencies as they implement the housing stabilization approach in their service delivery.	Funders; Providers; Implementation Staff Team	New	Low/one-time cost	Phase 1	2011 3 rd Q

OBJECTIVE 3. Maximize linkages to economic and educational opportunities to increase financial security.

Develop tools for improving client and provider understanding of systems and connection to resources available for families (including tools for working effectively with local employment offices and community colleges).	Providers; Implementation Staff Team; Mainstream system partners	New	Low/one-time cost	Phase 2	
Create training opportunities for housing stabilization staff on employment and benefits, resources, workforces systems, establishing strategic partnerships, accessing mainstream resources, job development best practices, etc.	Providers; Implementation Staff Team; Mainstream system partners	Limited-expand	Low/ongoing cost	Phase 1	2011 4th Q
Create training for employment staff on housing and support services, resources, etc.	Providers; Implementation Staff Team; Mainstream system partners	Limited-expand	Low/ongoing cost	Phase 1	2011 4th Q
Integrate education and economic opportunities planning into client intake and assessment process, including the housing stability action plan.	Providers; Implementation Staff Team; Mainstream system partners	Limited-expand	Low/ongoing cost	Phase 1	2012 3rd Q
Expand support to families in accessing mainstream system benefits and tax credits; providing assistance in determining how much they can work without losing benefits.	Providers; Implementation Staff Team; Mainstream system partners	Limited-expand	Low/ongoing cost	Phase 2	
Explore opportunities to coordinate housing and employment services funding at the system level in order to provide packaged resources to families experiencing homelessness	Funders; Implementation Staff Team; Mainstream system partners	Limited-expand	High/ongoing cost	Phase 2	

Funding Outlook: For this strategy infrastructure funding will be spent on a variety of items, including staffing and hard costs for systems realignment support and training. Implementation staff will develop and implement case management trainings on best practices and innovative approaches; coordinate the development of common elements for a universal housing stability plan; and develop cross-agency system training.

Existing homeless assistance service dollars will be realigned to provide flexible, tailored services to families that support families in their housing stability and increase their financial stability. During Phase 1 emphasis will be on forging relationships and exploring understanding of programs and opportunities that could be involved in collaboration with employment, education and training providers. The larger task of pursuing new resources or realigning existing mainstream system funding will occur in Phase 2, although all relevant funding opportunities will be explored if the opportunity arises.

KEY SYSTEM CHANGE: INCREASE COLLABORATIONS WITH MAINSTREAM SYSTEMS

OBJECTIVE 1. Improve access to mainstream benefits and services for homeless and at-risk families.

	Lead Partners	Status	Estimated Cost	Phase	Phase 1 Activities Year/ Quarter
Develop a mechanism for keeping mainstream and homeless providers up to date and informed on how to connect their clients (both at-risk of and experiencing homelessness) with one another's benefits and programs.	Implementation Staff Team; Providers; Mainstream system partners	New	Low/ongoing cost		Phase 2
Develop mechanisms to reduce structural barriers that prevent families from accessing available benefits and services, such as where programs are located, how they are organized, or what they require of applicants.	Implementation Staff Team; Providers; Consumers; Mainstream system partners	New	Low/one-time cost		Phase 2

Explore opportunities to increase capacity of mainstream services by acquiring additional resources for at least one mainstream benefit or service that serves homeless families.	Implementation Staff Team; Providers; Consumers; Mainstream system; Advisory Committee	New	Low/one-time cost	Phase 2	
Identify eligibility barriers that restrict homeless families from accessing benefits, and work with local, state and federal partners to eliminate restrictive policies.	Implementation Staff Team; Providers; Consumers; Mainstream system partners	New	Low/one-time cost	Phase 2	
Establish workgroup(s) that consists of representatives from mainstream systems and homeless services	Implementation Staff Team; Mainstream system partners; Advisory Committee	New	Low/ongoing cost	Phase 1	2011 2 nd Q

OBJECTIVE 2. Build a working collaboration between the family homeless system and mainstream service systems that focus on children

Build cross-system partnerships that will aid in the understanding of programs and opportunities that could be involved in collaboration. Explore goals and strategies of mutual interest; propose specific targeted recommendations.	Implementation Staff Team; Mainstream system partners; Advisory Committee	New	Low/ongoing cost	Phase 1	2011 2 nd Q
Create cross training that will inform line staff at K-12 schools about McKinney-Vento Homeless Education Assistance Act rights and homeless resources; increasing communication and collaboration between K-12 staff and homelessness staff (including coordinated entry)	Implementation Staff Team; Columbia Legal Services; SKCCH; School Districts; Agency chosen to implement CE&A; Advisory Committee	Limited-expand	Low/ongoing cost	Phase 1	2010 3 rd Q

Create a program of joint investment in services and housing that will address families at point of entry into the child welfare system to prevent out-of-home placement, or will facilitate and speed up reunification.

Building Changes;
Implementation Staff Team;
Mainstream system partners;
Advisory Committee

New

Medium/ongoing

Phase
1

2010 3rd Q

Funding Outlook: Gates Foundation infrastructure funding will support implementation staffing. A key responsibility of the project manager will be to build cross-system partnerships that will lead to funding collaborations between the homeless system and mainstream systems.

During Phase 1, emphasis will be on forging relationships and exploring understanding of programs and opportunities that could be involved in collaboration. The larger task of pursuing new resources or realigning existing mainstream system funding will occur in Phase 2, although all relevant funding opportunities will be explored as opportunities arise. For example, currently there are efforts to develop a demonstration program that combines housing with the child welfare system.

SEQUENCING

Although all the identified strategies above are critical to realigning the family homeless assistance network, some shifts will need to occur earlier others and there will be numerous challenges to implementing a large number of changes. Many strategies build on the successes of other strategies. The plan recognizes that there are insufficient resources to fund the entire realignment at one time and that specific strategies are interdependent – both within this plan and with efforts outside of this initiative.

Therefore, a sequencing plan is proposed in order to provide the greatest impact and to allow for a rational, methodical implementation. Implementation of this strategic plan and the system changes it entails will be carried out in several phases over a six-year period. The previous table provides a detailed summary of the strategies by phase, organized by the five key system change areas. Below is the chronological context of the three phases of implementation. A copy of the preliminary schedule and milestones for coordinated entry and assessment is included in Appendix A. The preliminary budget for those activities to be undertaken during Phase 1 can be found in Appendix B. These will be finalized when they are incorporated into the final work programs.

PHASE 1 – LAYING THE FOUNDATION (YEARS 1-2)

Implementing a coordinated entry and assessment system for families at risk of or experiencing homelessness

- Finalize design elements (access for specialized populations; staffing level; sites; hours of operations).
- Undertake RFQ process to determine partner agencies for staffing coordinated entry intake specialists; develop, negotiate and monitor contract.
- Explore/develop the use of a diversion intervention for families seeking shelter through the coordinated entry system.
- Develop partnering agreements/MOUs between lead agency and participating agencies.
- Solicit commitment from providers to participate in the system.
- Refine and develop final uniform prescreening and assessment tools and the need-based scale to triage families; matching families with housing resources and services that best fit their circumstances.
- Design agency profiles and provide assistance in the facilitation of initial assessments; cataloging services and housing options system-wide including individual program capacity to serve families with various housing barriers and service needs.
- Develop Safe Harbor module(s) to support system.
- Launch county wide system for coordinated entry and assessment.
- Coordinate efforts to educate funders regarding the new system.

- Coordinate training and phased roll out of system; assisting in the creation of community outreach plan to inform potential referral sources.
- Develop outreach and engagement process for programs not participating in coordinated system.
- Explore coordination with other systems for potential linkages to other community services, benefits and resources.
- Begin collecting uniform and unduplicated data on families to determine quantity of resources and services levels needed. This system wide analysis will provide us the baseline of resource gaps and will increase efficiency in the targeting of new and existing resources.

Supporting a system wide shift to the housing stabilization approach

With providers:

- Prepare and support homeless housing and service providers system wide, funders and key stakeholders to shift to the housing stabilization approach.
- Convene agency stakeholders regularly to provide a range of learning opportunities on housing stabilization principals and philosophy/approach (trainings; retreats; roundtable discussions, etc.)
 - ♦ Engage all levels of the organization (staff, management, board)
 - ♦ Opportunities to share experiences (success and failure); networking
 - ♦ Guest speakers (local and national) share experiences; challenge agencies to move in new directions
- Provide technical assistance for agencies as they assess their capacity and conduct full assessment of family homeless housing stock for potential conversion to alternative models. Facilitate process for agencies self-audits and transition plan to housing stabilization approach, which are to include:
 - ♦ Align approach with agency mission, goals, values and models.
 - ♦ Identify policies and practices that require modification.
 - ♦ Evaluate portfolio of housing stock (building configuration, location, etc.)
 - ♦ Identify funding opportunities and constraints.
 - ♦ Establish internal commitment from frontline staff, management, board of directors, clients.
 - ♦ Examine compatibility of staff skills and those needed to implement realigned programs and services.
 - ♦ Identify and address timing constraints.
- Begin aligning existing homeless housing services and units under the new approach (emphasis on converting existing emergency shelter and transitional housing to alternative models that support the housing stabilization approach).

With case managers:

- Implement case management trainings on best practices in the following approaches: motivational interviewing; home based case management; trauma informed case management; harm reduction; and Critical Time Intervention case management practices.
- Develop common elements for a universal “housing stability action plan” to be used by case managers working with families to stabilize housing.
- Develop cross-agency system training between the family homelessness assistance system and other mainstream benefits and services for children and homeless families. Assist in setting curriculum and agendas; implement structure for on-going cross training.

With funders:

- Engage funders in a multi-year process to realign funding resources, processes and outcomes to support the housing stabilization approach.
- Conduct analysis of locally controlled resources to phase in change, starting with incentives and flexibility and eventually culminating in mandating compliance with the approach in order to access funding.
- Facilitate a process to evaluate current policies, practices and contract/fund requirements; identify key barriers and proposed changes (in collaboration with providers); identify areas for realignment in contracting.
- Explore opportunities to encourage risk-taking and innovation in project design with flexible funds; balance with accountability (failure okay; ability to make adjustments without penalty).

**Engaging mainstream systems to support families
experiencing homelessness**

- Connect with mainstream systems to build cross-system partnerships that will aid in the understanding of programs and opportunities for collaboration; get to know the key policymakers and administrators, and begin dialogue on how their programs can better serve families experiencing or at risk of homelessness.
 - ♦ Develop a partnership with the Department of Social and Health Services (child welfare services) to create a joint investment in services and housing; explore model to reprogram or better align mainstream resources with supportive housing; examine opportunity to target existing Sound Families or other units.
 - ♦ Engage in discussions with key stakeholders within the K-12 system to develop cross-training opportunities related to: prevention and housing stabilization services, the coordinated entry system, and compliance with the McKinney-Vento Homeless Education Assistance Act. Explore opportunities to reprogram or better align resources with the K-12 system for homeless or at risk families.
 - ♦ Continue ongoing collaboration with the King County Work Training Program, Workforce Development Council and SkillUp Washington to promote the ability of adults to obtain family-supporting jobs and postsecondary attainment.

- ♦ Connect with and explore opportunities to collaborate with mainstream services systems that provide benefits, services and supports to families at risk of homelessness and experiencing homelessness, such as: treatment services, TANF and Basic Food assistance, domestic violence and sexual assault survivor services, refugee resettlement programs, and public health services.
- Establish workgroup(s) to discover what works and does not work for homeless people in each system: provide ongoing cross-system dialogue on structural obstacles for clients (access to available benefits); capacity issues for services/benefits; and review current eligibility barriers.

PHASE 2 – EXPANDING CHANGES SYSTEM WIDE FOR FAMILIES (YEARS 3-4)

During the second phase the emphasis will shift from strategies primarily focused on the internal homeless assistance network to including collaboration and leveraging of mainstream systems and resources.

- Completing the realignment of homeless assistance resources to support the system shift
- Adjusting policies and funding based on newly available system level data based (more accurate understanding the true scope of families who are at-risk of, or experiencing homelessness)
- Developing new initiatives to fill the gaps and when applicable enhance or bring to scale existing programs
- Working with mainstream service systems to remove barriers and increase access for families involved in the housing stabilization system
- Forming programmatic system level partnerships with mainstream systems; leveraging resources
- Increasing outreach efforts to reach those families who are at highest risk of homelessness.

PHASE 3 – SYSTEM MAINTENANCE AND ADJUSTMENTS (YEARS 5-6)

During this phase, implementation activities focus on:

- Completing implementation strategies and fine tuning the system's transformation
- Achieving policy and funding changes
- Using system wide data to continue ongoing evaluation and assessment of performance measures.

INVESTMENT AND LEVERAGING RESOURCES

In King County, a variety of resources from federal, state and local government, including mainstream systems, as well as support from the philanthropic and business communities all contribute to the many successful programs that work to prevent and end homelessness. This is consistent with communities across the nation that demonstrating how the most successful initiatives to reduce family homelessness utilizing resources from many different funding streams.

This initiative focuses on realigning existing services and making system transformations that will reduce the number of families that experience homelessness in King County. This transformation requires changes at the program, policy, and resource level.

Although new resources are powerful, they are generally scarce, time limited and difficult to sustain. Nationally, other communities have seen the greatest change made with existing resources used in new ways (changes in eligibility rules, targeting, etc.). Therefore initial funding for strategic plan activities will primarily come from funding streams that are currently supporting the housing and services systems for homeless families. Funders will need to work closely with providers to assess, redirect and align program funding and investment priorities to achieve strategic plan goals.

Through this initiative, there is the opportunity to leverage mainstream system resources to support the proposed system changes in addition to existing housing and homeless resources,. This level of collaboration at the larger cross-system level may take years to accomplish, but will provide greater leveraging of resources to implement the proposed system changes. Although it is difficult to put a dollar figure on the level of resources that mainstream systems currently provide in services and benefits to families at-risk of and experiencing homelessness, it is recognized that together with conventional homeless housing resources at the local, state and federal level, these mainstream efforts will further our efforts to prevent and end homelessness. In many cases these resources provide a critical safety net in the lives of families before and after they experience an episode of homelessness. It is critical for mainstream systems to recognize the relationship between housing stability and the success of their programs, and to work with homeless service providers to assist those who are clients of multiple systems.

WASHINGTON FAMILIES FUND SYSTEMS INITIATIVE

King County embraces the opportunity to continue our partnership with the Bill and Melinda Gates Foundation and Washington Families Fund in this important effort to implement new concepts and strategies that will reduce family homelessness in our region. Through this partnership, upon approval of this implementation plan by the Bill and Melinda Gates Foundation and the Washington Families Fund, additional resources will be provided to King County to support the identified system changes. These new additional resources will assist our community in implementing changes and leveraging commitments from existing funding streams, both within and outside the current homeless “system”. Funding will be provided to support:

Infrastructure development, including start-up costs for coordinated entry and assessment, support for system transformation at the provider and funder level, and staffing to assist with mobilization of the approved plan. This funding will come directly from the Bill and Melinda Gates Foundation and has no matching requirements. King County will receive \$1,000,000 during this first year of funding. There will be additional infrastructure grants available in subsequent years, at a lower funding level.

System innovation grants to partially match the realignment of existing and new funds to support system improvements identified in this strategic plan. Washington Families Fund will make up to \$1,835,000 available to King County initially (during 2010 and 2011) to support the provision of direct services and supports to homeless families consistent with this strategic plan. Grants are one-time only but may be expended over multi-year commitments and are designed to leverage the reallocation of existing, ongoing funding streams, or the allocation of new, ongoing dollars to support specific changes in practice that are consistent with the approved county family homelessness plan. Approximate SIG funding available through 2013:

Year	Systems Innovation Grant	Local Match
2010/2011	\$1.8M	\$4.5M
2012	\$2M	\$5M
2013	\$2.8M	\$7M
2014	TBD	TBD
2015	TBD	TBD

It is important to note that Systems Innovations Grants are time-limited but may be expended over multi-year commitments. All funded projects must be able to identify sources for sustainable funding. SIG will match these ongoing funding streams on a one-time basis at a ratio of 2.50 to 1. In other words, for each \$1.00 granted by WFF, a matching \$2.50 in new or repurposed funding is required. The purpose of the Systems Innovation Grants is to leverage sustainable funding sources and to direct them towards the goals set forth in the county plans. The primary sources sought to be re-aligned are ongoing public funding streams (i.e. federal, state, or local funding). However, proposals that leverage private multi-year commitments will be considered on a case-by-case basis. In order to qualify for match, funding of at least two years in duration must be identified.

In addition, projects that propose serving a broader population than just homeless families will need to pro-rate budgets to identify the costs associated with serving homeless families. Only these costs may qualify as match for Systems Innovations Grants.

Match will be considered from a variety of existing resources that currently target family homeless housing programs. Funding that is realigned with the key system changes (coordinated entry and assessment, targeted prevention, shelter diversion, rapid re-housing, support services focused on housing stability and self-sufficiency, etc.) is potentially available as match if the right focus and shift is placed on advancing the strategic plan to create the systems change. The table on page 30 provides a list of potential resources that will be explored initially for use as match for Systems Innovation Grants.

HOMELESS HOUSING AND SERVICES RESOURCES

Identifying and effectively using the most appropriate resources to make changes to programs and services presents many challenges. Increased coordination will be required to successfully achieve the goal of reducing the number of families that experience homelessness in King County. While the range of allowable program activities varies by funding source, federal and state funding regulations often substantially limit the flexibility to make programmatic shifts, adapt to change or refocus service strategies. In addition, providers rarely are provided the opportunity to explore innovative strategies (think outside the box) or take risks, without serious financial consequences. Likewise, funders (both public and private) are also driven by shrinking budgets, outcomes and accountability that do not always allow for flexibility. The challenge for local funders and providers is to build a coordinated system and sustain current levels of services while using all available funding sources to usher in change. Most funding sources have substantial requirements and restrictions, especially at the federal and state level, which will limit the flexibility of funders to create change.

In conjunction with the systems change work of providing technical assistance to agencies to shift their current practices to new ways of delivery services, it is expected that the county and other public funders will begin a multi-year process of using locally controlled grant resources to phase in change, starting with incentives and culminating in mandating compliance with the plan in order to access funding.

Innovation and funding collaboration

King County funders have a history of collaboration. In 2009 the Funders Group was officially established. The Funders Group consists of King County, the City of Seattle, suburban cities representatives, the Seattle Housing Authority, the King County Housing Authority, Building Changes, the State Department of Social and Health Services, the Bill and Melinda Gates Foundation and United Way. The role of this collaborative is to align funding resources, set priorities and coordinate resource allocation processes in a model that is nationally recognized. The Funders Group is part of the governance structure of the Committee to End Homelessness and works collaboratively with the Governing Board, Interagency Council and broader CEHKC community.

Flexible local resources

Local funding resources support prevention, rental assistance, services, operations, capital, and key system change initiatives.

- **County:** Document recording fees (HB 2163, HB 1359, HB 23331) combine to create the most flexible funding streams dedicated to Ten-Year Plan activities. Local priorities are approved by the Committee to End Homelessness. The annual amount collected varies depending on the local real estate market.
- **Local Revenue and Levies:** Millions of dollars are dedicated annually from city and county levies and other locally generated funding streams. The local resources match and leverage federal and private resources and allow for flexibility in meeting agency and program participants' needs.

Changes to federal and state funding

Federal and state agencies are transforming priorities and allocation processes for resources dedicated to ending homelessness; however, final guidelines have not been released. Since many, if not all, of our current prevention, emergency shelter, and transitional housing programs receive federal and state funding, it is anticipated that the changes will present both opportunities and challenges to the implementation of this plan.

At the **federal level**, the McKinney-Vento Act was re-authorized in May 2009 as the Homeless Emergency and Rapid Transition to Housing (HEARTH) Act. Draft regulations will be released in the fall of 2010. HEARTH provides new funding for homelessness prevention and rapid re-housing, and raises the standard for performance as measured in HMIS.

- Access to new or additional funds will depend on our ability to meet the threshold for such funding. Additionally, options for redirecting McKinney/HEARTH funds could mean that some local projects no longer receive these funds. In some cases it will be necessary to find new funding to replace federal funds.
- In the 2011 budget, HUD has requested \$85 million for the new Housing and Services for Homeless Persons Demonstration, a two-part initiative that aims to more fully engage mainstream housing, health, and human service programs in order to prevent future homelessness and reduce the number of currently homeless families and individuals. A component of the initiative will target families with children that are homeless or at risk of becoming homeless. If funded, up to 6,000 Housing Choice Vouchers nationwide will be made available through a collaborative HUD-HHS-Department of Education competition focusing on communities with high concentrations of homeless families and well-coordinated community-based plans.
- The Seattle Housing Authority and King County Housing Authority will submit separate applications to HUD on December 2, 2010 for additional Family Unification Program vouchers (for a total of 200). Local efforts are underway to coordinate with the Department of Children and Family Services in order to strengthen the competitiveness of local applications. Under this program vouchers are provided to families for whom the lack of adequate housing is a primary factor in the imminent placement of the family's child(ren) in out-of-home care; or the delay in the discharge of the child(ren) to the family from out-of-home care.
- There are also challenges with the voucher program. Recently, local housing authorities report that some awards from HUD for housing vouchers have moved to a lottery system. As an example, KCHA and SHA applied for 400 FUP and disability vouchers, and will receive 108. The anticipated vouchers under the Federal Strategic Plan are rolling out much slower than anticipated, and come with various restrictions that make it challenging to acquire and use them. It is expected that it will continue to be a challenge to obtain the necessary numbers of vouchers we need to support the strategies under the Ten Year Plan. The CEH has identified the need for advocacy efforts to communicate that a solid foundation of homeless housing supports at the federal level is necessary for the success of the federal strategic plan to prevent and end homelessness in support of local plans.

At the **State level**, the Washington State Department of Commerce has committed to implementing a new Consolidated Homeless Grant (CHG) program to achieve a more coordinated system of services. The new funding strategy will begin during the 2012 biennium (January 1, 2012) and will replace a variety of existing homeless programs (e.g., THOR, Emergency Housing and Shelter Program). Under this new system King County would be the lead grantee for the state funding. One of the original intents of the new consolidated grant was to facilitate a shift in emphasis from short-term emergency shelter and transitional housing to moving people directly into permanent affordable housing (rapid re-housing models). However, it appears that much of the flexibility in program models will not be fully implemented due to program specific legislative requirements.

The State consolidated block grants would be made directly to counties which will give local communities greater flexibility in directing the use of funds. The allocation formula and regulations for the new block grant are under discussion and are expected to be released in late 2010. At this point, it is not clear if King County will maintain its current allocation level or see a reduction in available state funding.

Funding Realignment

Systems Innovation Grant match will be considered for a variety of existing homeless housing programs that participate in the system transformation and agree to realign the way they do business to bring them in line with the systems change outlined in this strategic plan. The table on page 30 identifies the resources invested in housing, services, and operations for families experiencing or at risk of homelessness in King County. This entire amount is potentially available as match if the right focus and shift is placed upon advancing the strategic plan to transform the system. That said, it is essential that applications are consistent with the priorities set by the Funders Group to support the system as it moves toward ending family homelessness. Simply adjusting the way business is done to attract money for infusion into current programming will not be sufficient. New and innovative changes focused on assisting families to quickly achieving housing stability will be required.

As discussed earlier, funders will undertake a multi-year process of identifying and utilizing locally controlled grant resources to phase in change, starting with incentives and culminating in mandating compliance with the plan in order to access funding. Again, the funding and programmatic changes shall be expected to happen simultaneously, over multiple years in order to provide the pressure and support that are necessary for a successful system transformation. Pressure is usually thought of as a bad thing and support as good but there is a constructive role for both in a system level change. Pressure without support can lead to resistance and alienation; support without pressure leads to drift or waste of resources. Therefore we plan to support the homeless provider network, to bring them along with the system changes occurring with funding. This plan recognizes that this effort must occur in partnership and not be purely funder driven if this paradigm shift is to occur at all the necessary levels and be sustained through changes in behavior and beliefs.

The goal is to provide agencies with the technical assistance and resources necessary for them to make the changes necessary at their agency level to support the system wide transformation. By participating in this system wide process they will be able to better assess their role and capacity to serve families within the system as a whole. Agencies will be supported (at all level of the organization) to buy in and take ownership, through a process of self-assessment of their capacity

and mission; identifying their strengths and areas of expertise (including specialty services or target populations); and, assess the ability to convert existing portfolio of housing stock.

A true system wide transformation will not occur through a series of program level pilot projects. Therefore although innovation must be embraced in order to make significant changes it is not the intention of this plan that a single pot of funding or RFP will be the impetus for true change, the primary changes will occur within existing programs as they realign to the housing stabilization approach. Consistent with that philosophy, we do not want to say we are only funding “X” and require agencies to abandon current programs in order to receive funding for new “X” projects, or drive agencies to make adjustments to existing programs to compete for funding without making true programmatic and philosophical changes to their service delivery models.

Agencies will be assisted with identifying how their programs fit with the housing stability approach and where and what they want to change. The transformation process will assist agencies in identifying what assistance is needed to make the appropriate changes such as training, capacity building, rule changes, funding realignment, etc. The goal would be to utilize the Systems Innovation Grant funding to make these changes and develop a plan to sustain these changes beyond that initial investment. In the case of transitional housing, not all transitional housing is expected to be converted to non-time limited housing. Some programs may transition easily to permanent housing (or transition in place) with time-limited supports; other programs may be redesigned to serve families with multiple high barriers to secure non-time-limited housing in a permanent supportive housing model; other programs may convert to interim housing, providing families with needed time-limited supports until they can as quickly as possible secure permanent housing (with or without transitional services). In the case of emergency shelter, a shelter program may receive systems innovation funding to expand services to include a “shelter diversion” program, the goal being that the successful implementation would lead to an eventual shift in shelter resources to diversion (serving the same target population; reducing the length of time families experience homeless; and redirecting resources towards prevention and away from emergency assistance).

The table on the following page provides summary of the primary funding sources for the homeless system in King County, the current program model the funding is supporting and the opportunity for leveraging the Systems Innovation Grant funding as the housing stabilization approach is implemented system wide. Appendix B contains more details on the federal, state, and local funding sources, including: allowed uses, funding flexibility, target populations, current uses, and amount of funding that focuses on families, challenges and opportunities.

King County Homeless Housing Resources: Leveraging Table*

Fund Source and Lead Administrator	Current Program Model	Total Funding	Opportunity for Leverage
King County Continuum of Care			
HUD McKinney Supportive Housing Program	Transitional housing, New permanent supportive housing	\$14,237,341	Approx. 25% currently serving families (20 projects); potential for project/model conversion with HEARTH reauthorization
HUD McKinney Shelter Plus Care	Permanent supportive housing	\$462,500	Approx. 25% currently serving families
King County			
MIDD	Supportive services	\$800,000	Funding has not historically served families
Veterans and Human Services Levy-Homelessness Services Improvement Plan	Permanent housing for homeless/Prevention/Family Unification	\$650,000/ \$925,832/ \$458,629	Funding available through 2011; relatively small amount currently towards families; prevention serves all household types; 100% Family Unification serving families
Homeless Prevention and Rapid Re-Housing Program (federal)	Prevention and rapid re-housing	\$3.1 million	\$300k/yr-RRH towards families; one-time funding, opportunity to continue funding with ESG
Homeless Grant Assistance Program (state)	Locally: Chronic homeless	\$1.5 million	Funding does not serve families; unlikely new funding will be available
Homeless Housing and Service Fund (doc recording fee)	Permanent housing	\$3.4 million	Approx. 45% serving families; flexible funding
Transitional Housing, Operating and Rent (state)	Transitional Housing (facility and rental assistance)	\$1 million	100% towards families; future funding dependent on state requirements
Regional Affordable Housing Program (doc rec fee 2060)	Shelter and transitional housing	\$700,000	Approx. 50% towards families
Community Development Block Grant (federal)	Emergency assistance and prevention	\$300,277	Funding not targeted for families but serves singles and families
	Prevention	\$337,583	Funding not targeted for families but serves singles and families
Community Development Block Grant and Emergency Shelter Grant (federal)	Shelter	\$489,277	Approx. 77% towards families; ESG part of HEARTH Act
Housing Finance Program (federal and local)	Capital for permanent housing	\$8.1 million	Not solely targeted for families or homeless

Fund Source and Lead Administrator	Current Program Model	Total Funding	Opportunity for Leverage
Seattle			
Community Development Block Grant (federal)	Emergency and prevention	\$4.6 million	Approx. 37 percent towards families
Emergency Shelter Grant (federal)	Shelter	\$535,274	Funding not targeted for families but serves singles and families; part of the HEARTH Act reauthorization
Housing Levy (local)	Prevention / Rental Assistance	\$784,972	Approx. 30% towards families
General Funds (local)	Homeless Services	\$14 million	Approx. 12% towards families
Homeless Prevention and Rapid Re-Housing Program (federal)	Prevention and Rapid Re-Housing	\$4.9 million	Approx. 20% towards families; opportunity to continue program funding with ESG
Office of Housing	Capital for permanent housing	\$20 million	Not solely targeted for families or homeless
Public Housing Authorities			
Seattle Housing Authorities Vouchers (federal)	Permanent and transitional housing with services	Funding subject to HUD appropriations; availability of new FUP vouchers and demonstration vouchers (HUD/HHS/DOE)	
King County Housing Authority Vouchers (federal)			
United Way			
Emergency Food and Shelter Program (federal)	Shelter, prevention, and food	\$1 million base	Funding not targeted for families but serves singles and families
Out of the Rain initiative (private)	Variety of strategies serving at-risk and homeless households	\$4.5 million	Funds contingent on fundraising efforts; priorities set by Impact Council; larger emphasis on chronic homelessness
Basic Needs (private)	Housing Stability-Emergency Rent Assistance	\$695,000	Approx. 85 % for programs with focus on families
Family initiative (private)	Flexible	\$154,000	100% towards programs consistent with the strategic plan
Suburban Cities			
North and East King County	Human Services	\$5.2 million	Homelessness is part of the broader emphasis of human services funding
South King County	Human Services	\$3.7 million	Homelessness is part of the broader emphasis of human services funding
ARCH (local and federal)	Capital for affordable housing	\$2 million	Not solely targeted for families or homeless

Other			
Public Health-Health Care for the Homeless Network (federal, local, private)	Health care, including outreach and benefits access	\$6.5 million	Funding is broader than families population; substantially limited by federal regulations
Emergency Housing and Shelter Program (state)	Shelter and prevention	\$1 million	Portion of funding is targeted towards families; future funding dependent on state process
Washington Family Fund (state and philanthropic)	Supportive housing	\$3.3 million	100% towards families; current emphasis is projects outside of King County
McKinney Vento Homeless Education (federal)	Homeless students	\$850,000 statewide	Competitive application processes statewide; Current grantees: Highline & Kent School Districts

*2009 budget figures unless noted

** Amounts shown are for homeless housing and services resources which in some cases are a subset of the larger amount for that particular funding source (e.g. CDBG, MIDD, Veterans and Human Services Levy, Seattle Housing Levy, local General Funds, Public Housing Authorities vouchers)

MAINSTREAM SYSTEM FUNDING

In addition to locally controlled homeless housing resources, additional match will be pursued from a variety of mainstream system funding sources that have traditionally had varying levels of experience in aligning resources to support preventing and ending family homelessness at an individual client level and the larger system level. The homeless delivery system has come to realize that the effort to end homelessness cannot succeed as a stand-alone (or even parallel) system.

There are insufficient mainstream services (and resources) to serve everyone who qualifies or needs assistance and consequently families experiencing homelessness do not always receive the assistance that they need. A key challenge to better coordination is helping mainstream systems recognize the extent to which the families they serve become homeless and to understand how homelessness for their clientele undermines the ability of the mainstream systems to achieve their goals. Another challenge is to incentivize mainstream systems properly, so that they prevent homelessness for their neediest clients. Mainstream systems need to recognize the relationship between housing stability and the success of their programs, and to work with homeless service providers to assist those who are clients of multiple systems.

One of the key components for this implementation plan is to connect with mainstream systems to build cross-system partnerships that will aid in the understanding of programs and opportunities for collaboration and align resources to support families. Implementation staff will take an active role to identify and get to know key policymakers and administrators, begin dialogue on how to advance the implementation of this plan, and also gain more clarity about the availability of match funding. In addition, staff will continue to work closely and collaborate with the Washington Families Fund Systems Initiative work centered on accelerating policy, program and financing efforts to end family homelessness in Washington State. Building Changes has begun to articulate specific initiative and policy adjustments that should be pursued at the federal, state and local levels. King County will

continue to work closely with this effort as a series of initiatives and policy adjustments are developed.

Concurrently, local efforts are underway within the Committee to End Homelessness to increase collaborations with mainstream systems serving families with children. Specific work plan priorities have been developed in 2010 that will focus on increased communication and cross-system training with the K-12 education system and creating a program of joint investment in services and housing with the child welfare system. There are also a number of additional mainstream programs that are identified as key partners, described below, in this effort to provide ongoing supports to families.

Outside the direct homelessness system, availability of match funding will be explored through a variety mainstream systems and community support programs such as local school districts, Workforce Development Council, Children's Administration, DSHS, King County Jobs Initiative, local community colleges and trade schools, and Public Health, among others. Detail is provided below on some of the types of programs serving families at risk of or experiencing homelessness. Over time it is expected that these partnerships will strengthen and match will be available through their mainstream funding. It is important to note that even without match funding coming from each of these systems, the partnerships are expected to yield significant support for the efforts to end family homelessness.

- **Employment, education and training services**, such as those funded through the Workforce Investment Act. The WIA is designed to provide training and secure employment for low-income workers receiving benefits. As we move forward in implementation it will be essential that employment agencies recognize their role and prioritize employment assistance to people who are homeless or at risk of homelessness. In addition, existing partnerships with WorkSource Renton and SkillUp Washington will continue to explore areas for collaboration to remove barriers to and provide incentives and support for completion of post-secondary education that will lead to increased incomes; enhancing partnerships between community colleges and homeless service providers to enroll parents and youth from homeless families.
- **Public assistance programs** such as Temporary Assistance to Needy Families (TANF), Supplemental Security Income (SSI), Food Assistance, and General Assistance, Refugee Assistance, Diversion and Consolidated Emergency Assistance Program. TANF is a significant income support for families experiencing homelessness. Several communities nationally are successfully partnering with public assistance systems to collaborate in assessing families for risk of homelessness and offering resources to providers to do homelessness prevention and re-housing assistance for families with children.
- **Health care, mental health care and substance abuse treatment**
 - ♦ The Health Care for the Homeless Network collaborates with twelve community-based partner agencies to send care providers to work with homeless people in over 60 locations throughout King County, including selected shelters, day centers, transitional housing programs, and clinics. Interdisciplinary, interagency HCHN teams provide a broad range of medical, mental health, substance abuse, case management, and health access services for homeless adults, families, and youth. The new healthcare reform act will also offer changes in the way healthcare services are organized, funded and delivered. During

implementation, attention will be made to explore opportunities to align policy and resources to support the most vulnerable families, including homeless and precariously housed families.

- ♦ The King County Mental Health Plan (KCMHP) provides community mental health treatment, also known as outpatient services, to people who qualify for Medicaid. Depending on circumstances and funding, the KCMHP also has limited funding to provide mental health care for people who do not have Medicaid. Services are provided through licensed community mental health centers. Mental health services are available based on needs that are mutually determined between the individual receiving services and his or her mental health provider. Individuals can choose from a variety of different services and work with different service providers to set personal goals and achieve their full potential.
- ♦ King County's Mental Illness and Drug Dependency Action Plan outlines strategies and programs for the use of the one-tenth of a one cent sales tax which is designed to stabilize people suffering from mental illness and chemical dependency, diverting them from jails and emergency rooms by getting them proper treatment. Although MIDD dollars have primarily supported single adult chronic homeless population there may be opportunities to coordinate on broader MIDD strategies that target families and youth.
- ♦ King County is the local lead agency for Early Intervention Services for children ages birth to three who have a developmental delay or disability. Eligible infants and toddlers and their families are entitled to individualized, quality early intervention services. Early discussions have occurred between the homeless housing system and Early Intervention Services staff about working toward enhanced partnerships and cross-agency training, including prescreening resources to assist case managers in identifying problematic areas in a child's vision, hearing and development.
- **Services for special populations**, such as for veterans, young families, and immigrant and refugees
 - ♦ King County is conducting a process that will result in a 5-year plan to end veterans homelessness. This is in conjunction with the Federal Government's own 5-year plan to end homelessness among Veterans and Washington State's plan (Washington State Department of Veterans Affairs). The federal Department of Veterans Affairs is now developing and implementing new and expanded programs to better meet the needs of women veterans and homeless veterans with families. These include an expansion of housing vouchers with linked to case management services through the HUD Veteran Affairs Support Housing program.
 - ♦ Pregnant and teen parents face specific challenges with remaining in school and improving academic achievement, keeping their children in good health, providing a safe and secure environment for themselves and for their children, and providing for their basic needs.
 - ♦ Immigrant and refugee families facing homelessness also require specialized services that support their cultural, linguistic and economic diversity. Newly arrived families from other countries and cultures typically receive assistance from Voluntary Agencies for their first eight months, during which time they are eligible for Federal resettlement assistance and

public assistance (TANF, food stamps, etc.) through the state. The benefit period used to be 18 months, but has been shortened significantly.

In addition to the above programs there are other government services and systems that are designed to serve the broader population, but which often disproportionately impact low income households. These include K-12 schools, jails and prisons, child protective services and foster care. As we move forward with implementation, these systems will be included in our mainstream strategies since they tend to have a significant impact on homeless households and those at risk of homeless.

It also must be noted that current and proposed state budget cuts will directly affect programs and services targeting poor and vulnerable households, including those families at highest risk of homelessness. DSHS recently announced a projected \$281 million in budget reductions. These cuts in social service programs will have far reaching affects on a variety of services for vulnerable households, including immigrants, refugees, and TANF recipients. Programs that are included in these cuts include health care for children, State Food Assistance, naturalization services, refugee services, maternity support services, Disability Lifeline, Medicaid related services, and Public Health services.

SUPPORTING EFFECTIVE PLAN IMPLEMENTATION

This significant system transformation will require collaboration and coordination within the homelessness system by both funders and providers, as well as with related outside stakeholders. To be successful, implementation of this strategic plan will require staffing and governance to both facilitate the system change and provide continuing system wide oversight of the implementation.

OVERSIGHT COMMITTEE

The Committee to End Homelessness governance structure consists of four bodies, each with a distinct role and responsibility. The governing board, funders group, interagency council (IAC) and consumer advisory council interact with and support each other in carrying out the implementation of the Ten Year Plan to End Homelessness in King County.

The oversight committee overseeing the work of this implementation plan will operate within the CEH governance structure. The oversight committee will provide input and feedback, responding to the work of the staff team over the course of the implementation phase. The committee will provide guidance and monitor results; ensuring that strategies are formulated and carried out effectively, in coordination with one another; including the creation and tracking of annual work programs. In addition, as needed, time limited work groups will be assembled to provide specific targeted input on specific work products/strategies (e.g. coordinated entry). In coordination with the staff team the committee will report progress to the IAC and other key stakeholder groups.

It is recognized that it is important to have fair representation from agencies, funders and community stakeholders, however given the size of our community and in an effort to create efficiency the oversight committee will be represented by a smaller, core group. To supplement involvement from the broader stakeholder community, there will be alternative opportunities for involvement (breakout work groups for more specific implementation efforts, a community-wide assessment and technical assistance process, the formation of a peer networking group for program management level, and strategic outreach to established community meetings). Committee member will also be asked to act as “ambassadors”, communicating to regional stakeholder groups they participate in as well as bringing news and updates from the community back to the oversight committee and staff team.

Committee membership will be determined by the IAC Executive Committee and will include representatives from a broad spectrum of stakeholder groups both within and outside the homeless service delivery system, representation may include:

- Non-profit service providers
- Affordable housing developers
- Public housing authorities
- K-12 school districts
- United Way of King County
- King County
- Suburban cities
- City of Seattle
- Survivors of domestic violence services
- Faith-based organizations

- Immigrant and refugee community
- CEH staff
- Mental health and addiction treatment
- Post Secondary Education
- Public Health - Health Care for the Homeless
- Communities of color
- Employment and training programs
- Veterans services
- State Department of Social and Health Services

STAFFING

A number of project specific staff will be hired to both facilitate this system change and to provide continuing system wide oversight. The core staff team includes:

- A full-time Project Lead (multi-year position)— overall project manager; liaison to the Bill and Melinda Gates Foundation, Building Changes and other funders; and, as part of the larger work of the Washington Families Fund Systems Initiative, will participate in collaboration, policy and education efforts with mainstream systems at the local, state, and federal level.
- A full-time System Realignment Specialist (two-year position) will focus on assisting homeless assistance network in undertaking the paradigm shift to the housing stabilization approach.
- A full-time Coordinated Access and Assessment Project Manager (one-year position) will focus on implementing the regional coordinated entry and assessment system.
- A portion (30 percent FTE) of a full time evaluator to coordinate with Safe Harbors for the data collection on program performance; monitor and evaluate system level data; coordinate with broader WFF evaluation by Westat.

EVALUATION

Evaluation efforts related to this systems change initiative are intended to demonstrate the impact and benefits of the investments made by the Bill & Melinda Gates Foundation under Washington Families Fund grant making. We will increase our understanding of successful programs and strategies and to provide insight on progress and priorities for funders, policymakers and the community.

At the initiative level, the Bill and Melinda Gates Foundation has commissioned Westat, a national research company, to conduct a five year longitudinal evaluation across the three demonstration counties. This evaluation is designed to evaluate both the implementation and outcomes of the new concepts and emerging strategies. The Westat study has three main components: families, systems and costs. The families study will compare two cohorts of 150 families in King County who are new entrants to the homeless system, using interviews and client level data from Homeless Management Information System (HMIS) and available data from DSHS (TANF and child welfare). The study will compare a baseline cohort in mid-2010 to a cohort with similar characteristics two years later, with a comparison cohort in non-initiative communities in Washington. Westat will study the success of the overall systems change work by looking at provider organizations, using interviews, focus groups and case studies. Finally, a cost study will be performed to look at overall cost savings, and costs avoided for families and public systems.

The role of local evaluation efforts will be to:

- Support the research/assessment aspects of local implementation and project management. For example, coordinated entry will require the development of common screening and assessment instruments and agency inventory tools
- Develop dashboards for monitoring system progress at local level to inform system planning
- Report on system progress to Initiative steering committee, CEH, community planning groups and others as needed
- Conduct local program evaluation of HPRP rapid re-housing and homeless prevention programs to establish a common understanding of best practices in terms of housing subsidy and services models
- Liaison with Westat
- Help refine and coordinate outcomes / performance measurement across funders (contract requirements)
- Support successful continued implementation of the HMIS (Safe Harbors). Safe Harbors will be the technology platform for the coordinated entry system and is fundamental to understanding systems-level trends, trouble spots and progress in the family homeless system.

In the strategic planning process, King County identified three main outcomes for measurement:

- Reduce the number of families who become homeless;
- Reduce the length of time that families spend homeless (shorten the length of stay); and
- Reduce recidivism by preventing additional homeless crises for families.

Among the many provisions of the 2009 HEARTH Act are new system-wide reporting requirements. The three outcomes from King County's strategic planning process are in complete alignment with the three key measures from the HEARTH Act, which are to reduce new episodes of homelessness; reduce lengths of homeless episodes; and reduce returns to homelessness.

OUTCOMES FOR THE INITIATIVE AS A WHOLE

Reduce the number of families who become homeless

In order to reduce the number of families who become homeless, King County plans to increase the efforts to prevent homelessness for families and to divert families from shelter. For the first time, prevention efforts will be captured as part of the homeless system and the effectiveness of prevention and diversion will be measured and reported system wide. The number and percentage of families diverted from shelter and assisted with prevention services will be monitored, including the percentage of families able to maintain their current housing with assistance, the percentage of families entering permanent housing (instead of shelter), and the percentage of families who enter interim housing. In addition to effectiveness, the efficiency of the system for families will be measured to drive system improvements, including the percentage of families being assessed at central intake within 5 days of requesting assistance, and the length of time families spend waiting for services.

Recently, federal stimulus funds have strengthened prevention efforts in our community, and HEARTH Act provisions will continue to provide additional funding for prevention and diversion in the future. To date, the effectiveness of new prevention targeting and service models has not been studied at the local level. With the systems change shift to bolstering prevention efforts, and creating new diversion programs, there is an opportunity for local evaluation efforts to inform how to structure programs and funding so that the region's providers can make these supports best work for families in the local economy and local housing market.

With centralized intake, for the first time King County will have new information about the true level of demand for family homelessness services.

- For the first time there will be a system-wide view of demand, with an ***unduplicated number of families with children requesting assistance***. In addition, data collected on the initial screening will provide a composite picture of these families: who they are (race, family size and composition), housing barriers and income.
- The initial assessment of all families in emergency shelter and transitional housing will provide a new ***system-level view of families who are currently being served in the system***. As a result,

planners and policy makers will be able to see the degree of match (or mismatch) between programs and level of need of the families being served in the program, as well as what percentage of families have high levels of service needs and barriers.

- Comparing families requesting assistance to those currently accessing homeless housing programs will allow the system to understand if there are equity and social justice issues, and whether the highest-needs families are currently being served or screened out.

Reduce the length of time that families spend homeless

The HEARTH Act sets a federal goal of ensuring that every family who becomes homeless moves into permanent housing within 30 days.

The outcome to be measured is whether the local system is helping to move families quickly into housing. Using the HMIS, the length of time families spend homeless can be measured for the entire homeless system. Additionally, by using HMIS for the new coordinated entry system, we will be able to measure days to receive housing assistance (including prevention, rapid re-housing and interim housing) in addition to days to non-time-limited housing.

To measure the length of time spent homeless, HMIS data on housing status, exit date and destination will be used. For this calculation to be meaningful, the quality of local HMIS data will need to improve. Programs will need training and incentives to accurately report these data and it can be challenging to collect and track this information. Local evaluation efforts should support HMIS data quality improvements. If data on length of stay are not robust, two proxies are suggested: (1) duration of individual program stays complemented with a measure of (2) those people who use multiple programs. Reducing both of these factors over time should result in shortening the overall average length of stay.

Reduce recidivism

Most people who are re-housed will not return to homelessness, however, our community will need to have stabilization services in place to support people who will need additional assistance even after they exit homelessness. In the proposed system design, after families have stabilized in housing, they will have an established relationship with their case manager if there is a short term crisis (job loss, medical crisis etc).

To measure recidivism, HMIS data will be used to look at the number of families exiting within a set timeframe (such as during one month) and then how many of those families had an additional homeless episode in the 12 months following exit. Families should only be counted as homeless if they become literally homeless again, not if they access additional case management support or prevention assistance. Two timeframes should be used – the first is a short term follow up period (90 days) which will focus on the resolution of the immediate housing crisis and successful exit to housing, tracking factors more directly related to the efforts of the homeless system. The longer timeframe (12 months) will measure long-term stability of families, helping to offset any incentive to house families without proper supports. A longer timeframe is vulnerable to factors less under the control of the homelessness system, such as job markets and mainstream systems.

ANTICIPATED CHALLENGES

We anticipate a number of challenges that are a natural result of realigning a large system. Change will be required at many levels, from minor “tweaks” to substantial transformation. System change always creates challenges; both funders and providers will need to change the ways they conduct their business. Agencies will need to implement both operational and programmatic changes. At the funding level, resources are currently dedicated to specific interventions/program models; providers are required to use funds for specific purposes and in accordance with program and contractual requirements. These funding constraints, real and perceived, make it difficult to implement change. Funders will need to evaluate how they fund and contract with agencies and determine what changes will be made to support this system realignment.

Our community has many strengths and resources, including a skilled and experienced provider community and a coordinated funders’ group. Even with this strong foundation in place, we have identified some potential risks:

- Size and complexity of our funding structure; it may take more time than anticipated to realign categorical funding.
- Some providers may be very invested in the current model of providing shelter and transitional housing as a prelude to permanent housing. Given their experience with families under the current system, it may seem to them unnecessary and counter-intuitive to change their way of doing things.
- Safe Harbors will be the technology platform for the coordinated entry system. Incorporating coordinated entry into our local HMIS may take more time than anticipated due to the need to respect current core priorities of Safe Harbors.

Should they emerge, risks will be systematically addressed:

- Staff will be able to assist funders in methodically working through funding sources and identifying ways to remove restrictions when feasible.
- Throughout implementation, we will provide opportunities for providers to learn first hand of the successes and challenges experienced by other communities that have moved toward this housing focused approach. Peer-to-peer sharing of improved outcomes for families by similar organizations from other communities that have undertaken comparable system changes, as well as organizations from our community that have begun making changes will bring hesitant (or resistant) organizations on board.
- The Safe Harbors Sponsors’ Group and Executive Committee will be fully informed of the execution of the plan, and the critical importance of Safe Harbors to the success of coordinated entry. Additional staffing support may be provided if deemed necessary.

Key to addressing all of these risks will be competent, patient staff who are able to listen to and work with the divergent opinions of those with an investment in the system, making compromises when feasible, while steadily moving forward. This process will be facilitated by an overall agreement that























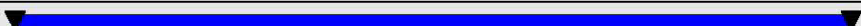




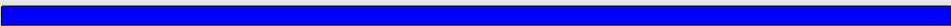


the changes we make are simplifying access, reducing disruption, and improving the success of homeless and at risk families.

We also predict challenges from outside the homelessness system. The largest of those challenges is the economic climate, both nationally and locally. The current economic downturn has created an increase in the number of families that will touch the family homelessness system. Recent and projected funding reductions at the state and local level present a formidable challenge for the homeless assistance providers and to broader human services. These cuts are significant, and additional cuts are likely unless new revenue sources are found or the economy rebounds significantly. Reductions affect the resources available to assist those currently served as well as newly homeless or at risk families. If we are successful, the new system will have the capacity to assist additional households more efficiently, better utilize existing resources and successfully advocate for additional resources.

APPENDIX A

**COORDINATED ENTRY AND ASSESSMENT SYSTEM –
PROPOSED IMPLEMENTATION TIMELINE**

	Coordinate Entry and Assessment Action Plan	Start	Finish	Q4 10		Q1 11			Q2 11		Q3 11			Q4 11			Q1 12			Q2 12			Q3 12			Q4 12			Q1 13		
				Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
1	Design Coordinated Entry & Assessment Process	10/11/2010	3/1/2011																												
2	Conduct public meetings to share thinking and solicit input	10/11/2010	Completed																												
3	Establish work group to design program	11/1/2010	Completed																												
4	Present to CEH IAC and Funders Group	10/15/2010	Completed																												
5	Resolve outstanding design elements	11/1/2010	3/1/2011																												
6	Explore/develop alternative intake process for families with barriers to access (language, cultural, safety)	11/3/2010	2/11/2011																												
7	Explore/develop shelter diversion program	11/3/2010	2/1/2011																												
8	Develop timeline for initial roll out with homeless services and prevention services	11/1/2010	1/31/2011																												
9	Evaluate model against fair housing regulations	12/30/2010	2/1/2011																												
10	Develop infrastructure for the Coordinated Entry & Assessment Process	11/1/2010	5/13/2011																												
11	Determine operations: staffing, hours of operation, locations (number/area), budget	11/1/2010	1/31/2011																												
12	Explore/develop scheduling functions	4/1/2011	4/29/2011																												
13	Develop governance structure	11/1/2010	2/1/2011																												
14	Develop 211 scope & budget	11/1/2010	2/1/2011																												
15	Develop Safe Harbors scope & budget	11/1/2010	2/1/2011																												
16	Develop contract with 211 and funders	1/3/2011	4/1/2011																												
17	Implement RFQ to select lead agency	1/3/2011	3/31/2011																												
18	Contract with lead agency	4/1/2011	5/13/2011																												
19	Develop/refine screening & assessment tools & triage scale	11/1/2010	3/3/2011																												
20	Review existing local tools being tested	11/1/2010	12/31/2010																												
21	Research & review other communities' tools	11/1/2010	12/31/2010																												
22	Create screening tool utilized by 211	12/1/2010	1/28/2011																												
23	Create assessment tool utilized by CE&A staff	1/3/2011	3/3/2011																												
24	Research and review "scale" for families (housing barriers and strengths)	2/1/2011	3/1/2011																												
25	Solicit commitment from agencies to participate in system	4/1/2011	6/29/2011																												
26	Set up a series of meetings with Executive Directors to discuss program design; answer questions; hear concerns/barriers	4/1/2011	4/29/2011																												
27	Develop partnering agreements between participating agencies and lead agency	4/15/2011	6/29/2011																												
28	Develop policies and procedures for 211, lead agency and participating agencies	4/15/2011	6/1/2011																												
29	Design agency/program profiles	11/3/2010	8/30/2011																												
30	Create agency assessment tool for programs based on program eligibility & client "scale"	3/1/2011	4/29/2011																												
31	Conduct initial assessment of all participating programs (web based)	6/1/2011	7/29/2011																												

30	Create agency assessment tool for programs based on program eligibility & client "scale"	3/1/2011	4/29/2011	
31	Conduct initial assessment of all participating programs (web based)	6/1/2011	7/29/2011	
32	Review assessments for accuracy & contract consistency	7/15/2011	8/30/2011	
33	Report out findings from agency assessments	11/3/2010	11/3/2010	
34	Develop Safe Harbor module(s)	4/1/2011	8/1/2011	
35	Integrate assessment tools into Safe Harbors	4/1/2011	6/1/2011	
36	Develop placement list function	6/15/2011	7/14/2011	
37	Create mechanism for collecting data, ensuring that appropriate outcomes data can be analyzed.	6/1/2011	8/1/2011	
38	Launch Coordinated Entry & Assessment Process	7/1/2011	3/1/2013	
39	Lead agency hires staff	7/1/2011	8/1/2011	
40	Staff trained on assessment tool	8/1/2011	8/15/2011	
41	Conduct stakeholder and agency trainings	8/15/2011	8/31/2011	
42	211 staff hired/trained	11/1/2011	12/30/2011	
43	Phase 1a: Conduct assessments on families currently in emergency shelter (primary) and transitional housing programs (secondary)	9/1/2011	10/14/2011	
44	Report out findings from client assessments	11/1/2011	11/15/2011	
45	Phase 1b: Conduct assessment for families on current waitlists	11/17/2011	12/2/2011	
46	Phase 1c: Launch/conduct tailored outreach campaign to homelessness stakeholders/providers	10/3/2011	11/30/2011	
47	Phase 1d: Inform potential referral sources such as: service providers, DSHS offices, food banks, schools, hospitals, jails, legal services, churches, landlords, housing providers, young adult programs, DV programs	10/3/2011	11/30/2011	
48	Phase 1e: Launch tailored public awareness campaign for people with limited English proficiency	10/3/2011	11/30/2011	
49	Phase 2a: Begin serving general public through 211 & alternative paths	12/1/2011	12/30/2011	
50	Phase 2b: Begin shelter diversion program	12/1/2011	12/30/2011	
51	Phase 3: Implement broader prevention services component	9/3/2012	12/3/2012	
52	Phase 4: Create and implement outreach plan for general public	1/1/2013	3/1/2013	
53	Continuous Improvement	4/1/2011	12/31/2012	
54	Conduct quarterly feedback meetings during implementation with participating agencies	4/1/2011	12/31/2012	
55	Evaluate outcomes data on process implementation	6/1/2012	8/31/2012	
56	Report/update progress to key stakeholders	7/30/2012	7/30/2012	
57	Establish regular ongoing meeting schedule with participating agencies	7/30/2012	11/26/2012	
58	Explore cross-system collaboration opportunities	1/3/2011	12/31/2012	
59	Explore connection to WA State Benefits Portal project	1/3/2011	12/31/2012	
60	Explore collaboration with school districts	1/3/2011	12/31/2012	
61	Explore connection to mainstream systems	1/3/2011	12/13/2012	

APPENDIX B

INFRASTRUCTURE FUNDING

The Bill and Melinda Gates Foundation has provided King County with a generous grant that provides funding to build the infrastructure supporting the system transformation. During the first two years, King County will utilize this funding for start-up costs to implement system wide coordinated entry and assessment, system realignment support and staffing that will be dedicated to implementing the objectives and strategies of the strategic plan.

Plan Oversight and Implementation

- Project management and oversight to the implementation of the strategic plan
- Evaluate and report on plan progress—including regular presentations to key stakeholders
- Coordinate with funders-leveraging of Systems Innovation Grants, realignment of funding, contracts and outcomes to emphasize housing stability model
- Participate in collaboration, policy and education efforts with mainstream systems at the local, state
- King County liaison to Building Changes/Washington Families Fund and Gates Foundation
- Part time evaluation staff position to assess outcomes and evaluate performance measures

\$257,000 Eighteen months

Coordinated Entry and Assessment

Initial (one-time) start up costs for creating a centralized coordinated entry and assessment system:

- Staffing to implement Coordinated Entry and Assessment system (1 year); including liaison to providers, funders, 211 and Safe Harbors
- Capital outlay for coordinated entry and assessment staff (computers, cell phones, etc.)
- Safe Harbors – software development; design and develop module(s) for screening and assessment tools, and placement lists
- 211 capital outlay (infrastructure expansion)
- Initial testing of tools and assessment of existing families in the system
- Training and resource material for front-line staff who interact with families who are at-risk or are experiencing homelessness
- Public outreach campaign to inform stakeholders and public about coordinated entry system

\$600,000 Twelve months

System Realignment Training and Support

- Staffing to implement system realignment training and support to providers and funders (2 years)
- Develop and implement system-wide professional training program that educates front-line staff to deliver housing stability –focused services; providing new knowledge about approaches and specific practices,
- Provide on-going training and collaboration on best practices/lessons learned from the evaluation, pilots, etc.
- Support agencies to examine organizational shifts in policies, programming, and staffing to implement the housing stabilization model; opportunity for providers to move in new directions
- Training costs: Guest speakers (including local and national experts); room rentals, food, materials, etc.

\$133,000 Twelve months

APPENDIX C

KING COUNTY HOMELESS HOUSING RESOURCES TABLE (2009 budget figures unless noted)

FEDERAL FUNDS

HUD McKinney -Supportive Housing Program

\$14,237, 341 Approximately 25 percent to programs with focus on families with children

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges/Opportunities
All homeless populations New funds available for PSH	TH (Op & SS), SSO, SH, PSH, and HMIS no current PSH for families Acquisition and rehab, new construction, leasing, SS, Op, and admin	Substantially limited by HUD regulations	61 projects total (TH,SH,PSH,SSO) 20 projects serving families with children (16 TH and 4 SSO)	<ul style="list-style-type: none"> • New HEARTH re-authorization regulations • Options for re-directing may result in defunding projects or switching funds sources. • Our competitiveness for new funding depends on us meeting the new thresholds.

King County Community Development Block Grant: Shelter and the Emergency Shelter Grant

\$489,277 Approximately 77 percent to programs with focus on families with children

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
All homeless populations	Program types: ES, TH, SS, prevention Activities: renovation/ rehab for ES and TH; SS; Op; prevention; admin	Substantially limited by HUD regulations	Total with CDBG and ESG funding: 12 shelters; 7-family (2 DV);3-single; 2-youth	<ul style="list-style-type: none"> • New HEARTH re-authorization regulations for ESG

Seattle Emergency Shelter Grant

\$535,274 Funding serves individuals and families

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
No specific target population. Funding used for:	Program types: ES, TH, SS, Prevention Activities:	Substantially limited by HUD regulations	5 program providing ES and TH (shelter, DV shelter, day	<ul style="list-style-type: none"> • New HEARTH re-authorization regulations for ESG

youth/young adult DV families individuals chronic homeless	Renovation/rehab for ES and TH; SS, <i>Operating costs</i> ; prevention; <i>administration</i>		center/hygiene, support services) 1 TH program for young adults	
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HUD McKinney-Shelter Plus Care

\$4,462,500 Approximately 25 percent serve families with children

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
Homeless households disabled by mental illness, and/or chemical dependency, and/or HIV/AIDS	<i>Permanent Supportive Housing-rental assistance (tenant- and sponsor-based); admin</i>	Substantially limited by HUD regulations Funds can be used for rental asst. and limited admin activities	Managed by Plymouth Housing Group; 650 units 14 MH, SA and HIV/AIDS agencies make referrals and provide/track services Approx. 20% households served 2008-09 were families	<ul style="list-style-type: none"> Requires 1:1 match (SPC rent asst : services); provision and tracking services is an ongoing challenge Consolidated with other McKinney funded programs under HEARTH reauthorization; unclear what affect this will have on the program. Funding Outlook: Awards are made for up to 5yrs.

Seattle Community Development Block Grant: Emergency and Prevention (combined)

\$4.6 million Approximately 37 percent to programs with focus on families with children

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
No specific target population Funding used for youth/young adult, DV, families, individuals, chronic homeless.	Activities that will benefit low- and moderate-income people or aid in the prevention or elimination of slums or blight. <i>Activities supporting the Ten-Year Plan to End Homelessness and supporting economic dev. In the Rainer Valley</i>	Limited by HUD regulations Public services capped at 35% of a jurisdiction's CDBG funds (i.e. activities to assist homeless persons or to prevent homelessness)	12 programs providing emergency and transitional services, including day/hygiene centers, enhanced shelters, transitional housing.	<ul style="list-style-type: none"> Steadily declining funding over time has put pressure on local funding sources to maintain and increase services. Continued at federal level in changing allocation formula for current entitlement communities could significantly decrease Seattle's grant. Funding outlook: CDBG funds have declined nearly 18% decline since 2001; public service cap requirement.

King County Community Development Block Grant: Emergency Assistance**\$300,277** Funding serves individuals and families

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
Low-income households (Do not need to be homeless)	Activities that will benefit low- and moderate-income people or aid in the prevention or elimination of slums or blight: Emergency services support Rent assistance, utilities assistance, food, transportation	Limited to HUD regulations Public services capped at 15% of a jurisdiction's CDBG funds	10 programs	<ul style="list-style-type: none">• Re-evaluate our local CoC needs during the next two years to determine if still a priority for CDBG funding.• Continued interest by Congress and Administration in changing allocation formula for current entitlement communities could decrease King County's grant.• Funding outlook is stable.

King County Community Development Block Grant: Prevention**\$337,583** (5 percent set-aside from countywide consortium) Funding serves individuals and families

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
Homeowners and renters under 80% AMI and at risk of losing their housing.	Homeless prevention: Rental assistance Move-in assistance Mortgage assistance to at-risk households.	Limited to HUD regulations	One lead agency administers program (Housing Stability Program); 12 subcontractors (partner agencies) provide direct services	<ul style="list-style-type: none">• Can be used for both homeowners and renter up to 80% of AMI.• Can pay for move-in costs.• Demand for rental assistance continues to increase exponentially; average amount of financial assistance needed continues to increase each year; growing scale of program increases the complexity of implementation.• Funding Outlook: Stable, but annual amount can fluctuate.

King County Homelessness Prevention and Rapid Re-Housing American Recovery and Reinvestment Act (entitlement)

\$1.8 million (direct allocation to King County; 3 years)/ **\$1.3 million** (state "pass-through;" 3 years)

Approximately 29 percent with focus on families with children (RRH); Prevention serves individuals and families

Seattle Homelessness Prevention and Rapid Re-Housing American Recovery and Reinvestment Act (entitlement)

\$4,993,052 Approximately 21 percent with focus on families with children (RRH); Prevention serves individuals and families

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
Homeless households affected by the recession; lower level of services needs; able to stabilize with short/mod. term financial assistance At-risk of homelessness (renters \leq 50 % AMI at risk of losing their housing)	Financial assistance Housing stabilization and relocation Administration Data collection and evaluation	Limited by HUD regulations	<u>KC</u> : Prevention-Housing Stability program: lead agency administers; 2 subcontractors in S and N/E regions 2 Rapid Re-Housing for families projects 1 Rapid Re-Housing for households without children <u>Seattle</u> : 3 programs: Rapid re-housing for families; 10 programs: Homeless prevention; (co funded with CDBG and General Funds)	<ul style="list-style-type: none">• Opportunity to pilot rapid re-housing programs and coordinated screening tools.• Additional prevention funds that allow targeting of unstable households that do not qualify for other prevention programs.• Funding available for up to three-years (expiring in August 2012)• One-time only funding.• Ramping up/down of services.• Opportunity to broaden data collection on prevention services.

Seattle Housing Opportunities for Persons with AIDS

\$1.3 million Estimate less than 5 percent serves families with children

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
HIV + or AIDS diagnosed Household income not to exceed 50%	Tenant based time limited rental asst; short term housing assistance; facility based housing <i>for TH and PSH</i> ; support services; admin; rehab and new construction (<i>on a limited basis</i>)	Limited by HUD regulations.	5 programs: Housing subsidies Supportive Services	<ul style="list-style-type: none">• Funding has remained relatively constant. In 2009, slight increase in local entitlement.

United Way of King County Emergency Food and Shelter Program National Board

\$1,040,346: General EFSP funding (50 percent towards housing/shelter and 50 percent towards food/meals)

\$508,064: 2009 American Recovery and Reinvestment Act funding (Split between shelter and food programs)

Unable to calculate percentage to families with children.

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
Populations served are based on agency clientele and include: homeless low income, those at risk of becoming homeless people with disabilities victims of domestic violence veterans, etc.	<i>Emergency Shelter, eviction prevention, emergency assistance programs, food banks, food pantry, meal programs.</i>	The Local Board has some flexibility in how funds are allocated between food and shelter providers, geographic region, service priority areas and amount available per service type.	69 programs receive funding for mass shelter, eviction prevention, motel vouchers and first month's rent. 50 food banks and 34 meal programs receive funding. All population groups receive funding.	<ul style="list-style-type: none">• The Local Board may set priorities based on local needs. It has historically split funds equally between food and shelter providers.• Opportunities exist to align funding with local planning efforts.• Relatively stable but changes according to county population and unemployment rates each year and is subject to Congressional authorization.• Funds are intended to supplement existing program resources and therefore a large number of programs within the county receive a small amount of the total allocation.

Seattle Housing Authority Federal Housing Choice Voucher Program

VASH: \$225,000; Provider-based: \$170,000; New Project-based: \$140,000 Project-based Sound Families vouchers target families

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
<ul style="list-style-type: none">• VASH vouchers: chronically homeless veterans.• Project-based: no specific subpopulation, although individual projects may have specific set-asides.• Sound Families targets homeless families.	<ul style="list-style-type: none">• VASH is tenant based rental assistance• Project-based is rental assistance tied to the unit.• Provider-based is rental assistance tied to the unit through master leasing.	VASH: must meet HUD criteria. Project-based vouchers: must be under 30% AMI; homeless requirement has some flexibility	08 VASH: 52 vouchers 09 Joint NOFA awards not yet determined (148 project-based units); not targeted for families Project-based vouchers online in 09: 29 units for single adults; Sound Families: 5 projects (48 units) for families	<ul style="list-style-type: none">• Funds are anticipated to be stable, however continued funding subject to HUD appropriations.• There are also challenges with the voucher program. Recently, local housing authorities report that some awards from HUD for housing vouchers have moved to a lottery system.• The anticipated vouchers under the Federal Strategic Plan are rolling out much slower than anticipated, and come with various restrictions that make it challenging to acquire and use

				them. It is expected that it will continue to be a challenge to obtain the necessary numbers of vouchers we need to support the strategies under the TYP.
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King County Housing Authority Federal Housing Choice Voucher Program

FUP: \$888,000; VASH: \$461,760; Units/vouchers available to Sound Families graduates: \$268,680

FUP, VASH, and Sound Families vouchers target families with children

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
<p>VASH vouchers: homeless veterans.</p> <p>Project-based: no specific subpopulation, although individual projects may have specific set-asides.</p> <p>Sound Families targets homeless families.</p> <p>Sound families graduation units: 1 in 3 public housing units reserved, plus some section 8 vouchers</p> <p>FUP targets homeless families with DCFS involvement.</p> <p>Permanent supportive housing target homeless families.</p>	<p><i>VASH and FUP are tenant based rental assistance.</i></p> <p><i>Project-based is rental assistance tied to the unit.</i></p> <p><i>Provider-based is rental assistance tied to the unit through master leasing.</i></p> <p><i>Permanent supportive housing.</i></p> <p><i>Sound families transitional housing units; graduation units for Sound Families graduates.</i></p> <p><i>Public housing.</i></p>	<p>VASH and FUP: must meet HUD criteria.</p> <p>Project-based vouchers: must be under 30% AMI; homeless requirement has some flexibility depending on the other funder's requirements on the individual project.</p>	<p>VASH: 2008-53; 2009-52</p> <p>FUP: 2009-100</p> <p>Sound Families: 186 families in units; no new in 2009</p> <p>PSH: 37 units in scattered site targeting homeless families with special needs</p> <p>Sound Families graduation: 2009-43 (public housing, section 8, and KCHA subsidized housing)</p>	<ul style="list-style-type: none"> KCHA pursues all competitive funding opportunities, but limited to availability from HUD. Funds are anticipated to be stable, however continued funding subject to HUD appropriations; usually based on pro-rated formula. There are also challenges with the voucher program. Recently, local housing authorities report that some awards from HUD for housing vouchers have moved to a lottery system. The anticipated vouchers under the Federal Strategic Plan are rolling out much slower than anticipated, and come with various restrictions that make it challenging to acquire and use them. It is expected that it will continue to be a challenge to obtain the necessary numbers of vouchers we need to support the strategies under the TYP.

STATE FUNDS

King County Transitional Housing, Operating and Rent (THOR)

\$974,295 (annually) 100 percent to programs with focus on families with children

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
Operating: homeless families with children Rental Assistance: All homeless pops	<i>TH: SS, Op, Rental Assistance</i>	Substantially limited by State Policies	19 family projects (10 rental; 9 facilities)	<ul style="list-style-type: none"> Future to be determined by state planning process; proposal to begin with 2011 biennium: Funding outlook: Historically stable; Future will be determined by state-wide planning process

Seattle-King County Coalition on Homelessness Emergency Housing and Shelter Program

General EHSP Funds and Families with Children Funds (FWC)

\$803,529 (General-annually) \$289,345 (FWC-annually)

100 percent of FWC to programs with focus on families with children; a portion of the general funds also serves families with children

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
DV, families, families with children, youth	<i>Emergency shelter</i> (up to 90 days): Op, SS, motel vouchers <i>Prevention-SS</i> , utilities, rent or mortgage assistance	Substantially limited to State regulations	FWC: 15 agencies (27 programs) General Program Funds: 35 agencies (60+ programs)	<ul style="list-style-type: none"> Proposal to begin with 2011 biennium: Historically stable; Future will be determined by state-wide planning process

LOCAL FUNDS

King County Housing Finance Program-Capital Funds

Veteran and Human Services Levy Fund, 2331 Document Recording Fee Surcharge for Homeless Housing; Regional Affordable Housing Program; HOME Investment Partnerships Program; Housing Innovations for Persons with Developmental Disabilities

\$8.1 million Funding is not solely targeted for families with children

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
Very low and low-income households primarily in King County including households with chronic mental illness	<i>Capital construction, including but not limited to: permanent non time-limited supportive housing permanent low-income rental housing</i>	Funds align with combined funder priorities		<ul style="list-style-type: none"> Ensure that previously funded capital projects have sufficient operating/rental subsidies and service funds to support incoming residents. Fund new capital projects that demonstrate a convincing plan to assemble all necessary resources in this funding environment, including maximum leverage of state and federal resources, and a strong likelihood of being funded with anticipated resources for the services and operating components of homeless housing.

Seattle Housing Levy, HOME, CDBG, Commercial and Residential Bonus Program

Levy-voter approved CDBG and HOME-federal Bonus-commercial developers for increased density

\$20 million Funding is not solely targeted for families with children

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
No funds are targeted for homeless from original source Each source has different restrictions Ability to serve less than 30% AMI Portion serving higher income can serve homeless if Sect. 8 in building	<i>Capital construction</i> <i>Generally workforce housing and permanent homeless housing.</i>	Locally funds align with combined funder priorities	45% non-homeless, 55% homeless	Housing levy extended in 2009 for 7 years Bonus funds are highly unlikely for the next couple years as commercial development has nearly come to a halt.

King County Mental Illness Drug Dependency King County Sales Tax**\$784,972** (\$800k/yr for 5yrs; \$4m available in 2009) **Funding has not historically served families with children**

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
Persons with mental illness and/or chemical dependency who are either enrolled in/are eligible for treatment services admin by MHCADSD or are currently engaged in MIDD-funded service program; AND are either being discharged or homeless (or at-risk)	<i>Support services linked to units of permanent housing</i> <i>Non-clinical services needed to assist clients maintain housing</i>	Funding dictates by Drug Dependency Implementation Plan	Two projects serving chronically homeless	<ul style="list-style-type: none"> Funds must be used to forward the goals of the Mental Illness and Drug Dependency Implementation Plan Awards are made for up to 5yrs. Funding Outlook: Funding is available through 2016 and is dependent on King County Sales Tax revenue.

King County Veterans and Human Services Levy Funds King County Property Tax

Funds must forward the goals of the Levy Service Improvement Plan

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
Permanent housing for homeless: \$650,000 Approximately 4 percent to programs with focus on families with children				
All homeless populations, including veterans and their families.	<i>Funding for veterans and other persons in need.</i> Activities are specified in the Levy Service Improvement Plan. <i>Services and operating linked to permanent housing.</i>	Levy funding uses and priorities are outlined in the SIP and approved by the Veterans' and Human Services Levy Oversight Boards.	Six projects have received V-HS Levy funds since 2007. One project serving families with children.	<ul style="list-style-type: none"> Funds must forward the goals of the Levy SIP and align with King Count's Ten-Year Plan to End Homelessness. Funding is available through 2011. Awards are made for up to 5yrs.
Prevention: \$925,832 Program serves individuals and families				
Renter and homeowners under 80% AMI at risk of losing their housing.	<i>Funding for veterans and other persons in need</i> Activities are specified in the Levy Service	Levy funding uses and priorities are outlined in the SIP and approved by the Veterans' and	One lead agency administers program (Housing Stability Program); 12 subcontractors (partner	<ul style="list-style-type: none"> Allowed for large expansion of Housing Stability Program; more partner agencies; greater geographic coverage; resulted in greater focus on and collaboration around veterans and their

	Improvement Plan Rental assistance, move-in assistance, mortgage assistance to at-risk households.	Human Services Levy Oversight Boards.	agencies) provide direct services	families. <ul style="list-style-type: none"> Demand for rental assistance continues to increase exponentially; average amount of financial assistance needed continues to increase each year; growing scale of program increases the complexity of implementation.
Family Unification: \$458,629 (15 months) 100 percent of funding towards families with children				
Homeless single parents that have recent criminal justice involvement and are being reunified with their children	<i>Funding for veterans and other persons in need</i> Activities are specified in the Levy Service Improvement Plan <i>Permanent housing; transitional housing; and supportive services</i>	Levy funding uses and priorities are outlined in the SIP and approved by the Veterans' and Human Services Levy Oversight Boards.	Two programs	<ul style="list-style-type: none"> Funds must forward the goals of the Levy SIP and align with King Count's Ten-Year Plan to End Homelessness. Funding is available through 2011.
Employment linked to Housing and Supportive Services: \$1,208,333 Unable to determine percentage towards families with children.				
Veterans and low income residents in King County with barriers to stable employment and housing	<i>Funding for veterans and other persons in need</i> Activities are specified in the Levy Service Improvement Plan <i>Activities must be clearly linked to maintaining or improving participant's overall housing situation.</i>	Levy funding uses and priorities are outlined in the SIP and approved by the Veterans' and Human Services Levy Oversight Boards.	11 programs	<ul style="list-style-type: none"> Funds must forward the goals of the Levy SIP and align with King Count's Ten-Year Plan to End Homelessness. Funding is available through 2011.

King County Regional Affordable Housing Program (O&M) King County Document Recording Fee (2060)

\$700,000 Approximately 50 percent to programs with focus on families with children

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
Homeless – all populations	<i>ES-Op and SS; TH-Op</i>	Local priorities as allowed by State regulations	26 programs 13 TH (4 family, 2 DV) 13 ES (6 family, 1 DV)	<ul style="list-style-type: none">Re-evaluate local needs prior to next RFPIn 2009 joint RFP with THORFunding outlook stable; amount varies on collection of fees

King County Homeless Housing and Services Fund Document Recording Fees (HB 2163, 1359, 2331)

\$3,491,849 Approximately 45 percent to programs with focus on families with children

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
All homeless pops, including veterans and their families	<i>Homeless Services, operating and rental assistance linked to units of new or existing housing for homeless people</i>	Fund priorities may vary year to year depending on Ten-Year Plan efforts.	40 projects funded since 2006 (21 projects serve families)	<ul style="list-style-type: none">Funds must be used to forward the goals of the TYPFunds are meant to be distributed countywideAnnual collection of funds varies depending on local real estate market.Awards are made for up to 5yrs.

King County General Fund-Homeless Housing Programs

\$363,000 Approximately 15 percent to programs with focus on families with children/ 17 percent to programs serving families and singles

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
No targeted subpopulation Includes King County general funds dedicated to homelessness and prevention programs. These funds are attached to specific programs through the Executive's budget and Council adds.	<i>Broad range of housing, homeless and prevention activities.</i>	Highly flexible fund source. General funds are restricted by County budget.	8 projects: 2 projects serving homeless families; 3 projects serving homeless singles; 3 projects serving homeless and at-risk households (including families)	<ul style="list-style-type: none">No general funds for programs in 2011 unless a change in the budget.

Seattle Housing Levy Property Tax Levy (2003-2009); Humans Services Department-Rental Assistant Component

\$784,972 Approximately 29 percent for programs with focus on families with children

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
<p>No targeted subpopulation</p> <p>This includes all Seattle general funds dedicated to homelessness and prevention programs. These funds are usually attached to specific program areas through Mayor's budget and Council adds.</p>	<p><i>Rental assistance / homeless prevention:</i></p> <p><i>Rental stabilization Program: 6-18 mos. rental asst., cm for transitioning out of homelessness or at-risk of homelessness</i></p> <p><i>Emergency Rental Asst. Program: short-term, one-time financial asst.</i></p>	<p>Guidelines established at local level through Levy legislation and Levy Admin and Financial Plans</p>	<p>1-rent stabilization/rent asst. program</p> <p>7-emergency assistance/one-time rental asst. programs</p>	<ul style="list-style-type: none"> Levy was renewed in 2009 for an additional 7 years

Seattle General Fund - Human Services Department

\$14,502,619 (housing, homeless and prevention) Approximately 12 percent for programs with focus on families with children

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
<p>No targeted subpopulation</p> <p>Includes all Seattle general funds dedicated to homelessness and prevention programs. These funds are usually attached to specific program areas through Mayor's budget and Council adds.</p>	<p>Allows for a broad range of program activities; varies based on budget allocation and/or legal authority.</p> <p><i>Enhanced shelter, TH, PH, outreach, SS, rental asst/eviction prev., admin.</i></p> <p><i>Broad range of homeless intervention and prevention</i></p>	<p>Highly flexible fund source</p> <p>General fund activities may be restricted by specific legislative or budget authority.</p>	<p>Includes prevention and stabilization, food and meal services, Homeless, hygiene and day centers, TH, PSH, employment, specialized community services.</p>	<ul style="list-style-type: none"> Revenue projections for local funding are down. Leveraging local general funds is a challenge with declining revenue and investments from local, state, federal and private funders General fund investments in ending homelessness have increased over time. City of Seattle has maintained commitment to support human services. Level funding anticipated.

North and East King County Cities*Human Services Funding

\$1.1 million (allocated towards CEH categories out of \$5.2 million in total human services funding)

Unable to determine percent going toward families with children.

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
<p>Target populations may vary by local city.</p> <p>Homelessness is part of the broader emphasis of human service funding for local residents.</p>	<p>Broad human services goals:</p> <ol style="list-style-type: none"> 1. Food and shelter. 2. Supportive relationships within families, neighborhoods and communities. 3. Safe haven from violence and abuse. 4. Health care to be as physically/mentally fit as possible. 5. Education, support services and job skills for independent living. 	<p>CDBG: Limited to HUD regulations; public services capped at 15% of a jurisdiction's CDBG funds (i.e. activities to assist homeless persons or to prevent homelessness)</p> <p>Local-flexible fund source.</p>	<p>128 total public service programs</p> <p>31 programs within CEH categories:</p> <ul style="list-style-type: none"> 5 Shelters 7 Eviction Prev. 2 Housing Op. 2 Housing SS 5 Employ. Serv. 10 Other Services 	<ul style="list-style-type: none"> • Revenue projections for local funding are down; budgets are tight. • Current awards are through 2012. . • Collaboration with N/E King County cities in "pooling" resources.

*North and East King County Cities: Bellevue, Bothell, Issaquah, Kenmore Kirkland, Mercer Island, Redmond, Sammamish, Woodinville

ARCH – Housing Trust Fund –Capital Funds (CDBG and City General Funds)**

Approximately \$2million (Fall 09 funding) Funding is not solely targeted for families with children

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
<p>General purpose of the Housing Trust Fund is to create and preserve affordable housing for low income households</p> <p>Long term goal for use of housing resources: Families (inc. single households) 56%; Homeless/Transitional 13%; Senior 19%; Special Needs Populations 12%</p>	<p>HTF funding sources have slightly different eligible activities. Eligible activities:</p> <p>Acquisition/Predevelopment/Develop. costs</p> <p>Rehab. and new construction costs</p> <p>Direct tenant assistance programs (rent "buy-downs" or loan programs for deposits)</p> <p>Mixed-income projects</p>	<p>CDBG: Limited to HUD regulation</p> <p>Local funding is flexible within HTF eligible activities</p>	<p>Percentage of allocation since 1993:</p> <p>Families (inc. single households) 58%</p> <p>Homeless/ Transitional 13%;</p> <p>Senior 20%;</p> <p>Special Needs Populations 8%</p>	<ul style="list-style-type: none"> • Changes and uncertainty related to other funding sources. Trying to plan around addressing local needs and still meet funders criteria. • For the member cities, budgets are definitely tight.

** ARCH includes the Cities of Bellevue, Bothell, Issaquah, Kenmore, Kirkland, Mercer Island, Newcastle, Redmond, Sammamish, Woodinville, Beaux Arts Village, Yarrow Point, Hunts Point, Medina, Clyde Hill, and King County.

South King County Cities* Human Services funding; City General Funds and CDBG funding**

\$3.7 million total (91 percent General Fund; 9 percent CDBG)

Unable to determine percent going toward families with children.

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
Target populations may vary by local city. Homelessness is part of the broader emphasis of human service funding for local residents.	<i>Service categories: housing/shelter services and food/nutrition programs early childhood services, youth programs, family support, refugee/immigrant services, outreach/i&r, and basic needs/emergency assist DV and sexual assault programs health care programs Employment and education programs</i>	CDBG: Limited to HUD regulations; public services capped at 15 percent of a jurisdiction's CDBG funds (i.e. activities to assist homeless persons or to prevent homelessness) Local-flexible fund source.	95 Public service programs 9 Housing/Shelter programs; 1 DV Shelter; 4 Emergency Assistance programs.-prevention and housing stabilization	

***South King County Cities: Auburn, Burien, Covington, Des Moines, Enumclaw, Federal Way, Kent, Renton, SeaTac, Tukwila (italicized cities include general fund and CDBG)

OTHER FUNDS

United Way Of King County Out of the Rain Impact Council

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
		All Priorities: Flexibility based on UWKC Out of the Rain Impact Council priorities		All Priorities: <ul style="list-style-type: none"> Assuring fund stability given current recession. All funds contingent on fundraising efforts.
\$623,483 Priority 2102 <i>People at Risk of Becoming Homeless Retain Stable Housing</i> Approximately 77 percent for programs with focus on families with children				
Households at risk of becoming homeless.	<i>Housing stability includes: eviction prevention rent assistance, legal action, protective payee, housing counseling, supportive housing, family unification, and family stabilization.</i>		Funding 12 agencies to provide housing retention services through numerous programs operating throughout the county; 9 serve households with children and 3 serve single adult only households.	
\$1,200,908 Priority 2103 <i>Homeless people meet emergency/immediate shelter needs</i> Approximately 57 percent for programs with focus on families with children				
Homeless single men, women, youth, and young adults, families with children, people with disabilities, HIV, mental health, alcohol and chemical dependency issues.	<i>ES and motel voucher programs.</i> <i>Bed nights provided in overnight short-term ES and or/motel vouchers.</i> <i>Many agencies also provide case management services</i>		15 agencies that provide overnight shelter and/or motel vouchers through 34 programs 6 primarily target families with children (but may also serve single adults).	
\$240,807 Priority 2104 <i>People are able to meet basic self-care and/or other survival needs</i> Approximately 27 percent for programs with focus on families with children				
Homeless single men, women, youth, families, children and low-income	<i>Emergency assistance programs, street outreach programs, drop-</i>		10 agencies to provide an array of basic self-care and survival items t to	

households seeking emergency services.	<i>in centers, hygiene centers, ES, case management programs, furniture bank, baby boutique</i>		homeless and low-income households throughout the county. 5 agencies target and/or serve families and the other 5 primarily serve homeless single men, women and/or youth.	
\$572,770 Priority 2105 <i>People transitioning out of homelessness secure permanent supportive housing.</i> Approximately 77 percent for programs with focus on families with children				
Homeless single men, women, youth/young adults, families, parenting teens, people with HIV/AIDS, mental health, alcohol and chemical dependency, and veterans.	<i>TH, transition-in-place, emergency shelter, supportive housing, housing stability, case management programs.</i> <i>Case management services: including intake, assessment, development of a service plan, housing search and assistance.</i>		13 agencies that provide case management and housing search and assistance services through 52 programs, the majority of which serve families within the context of transitional housing programs.	
\$206,395 Priority 2106 <i>Homeless/low income people improve economic stability</i> Approximately 77 percent for programs with focus on families with children				
Homeless single adults, families and youth/young adults.	<i>TH, homeless intervention and employment programs.</i>		6 agencies, with the majority of agencies providing case management services that help clients achieve economic stability; 1 agency provides employment/education training and job search assistance.	In addition to the items above: <ul style="list-style-type: none"> • Opportunities exist to redefine the strategies and services that fall within this outcome. • Focus may change to reflect service delivery that focuses on employment and training.
\$159,141 Priority 2108 <i>Homeless people meet interim housing needs</i> Approximately 44 percent for programs with focus on families with children				
Homeless single men, and women, youth, families with children, people with mental health, alcohol and chemical dependency,	<i>TH, supervised living, family stabilization, family unification, family support services and housing care teams.</i>		7 agencies – 4 of which target families with children, 2 serving singles and 1 focused on youth and families.	

and other disabilities.			Approx. 50% serving people with mental health issues.	
\$901,871 Priority 2109 <i>Homeless people increase stability in permanent supportive housing</i> <i>Approximately 48 percent for programs with focus on families with children</i>				
Chronically homeless men and women, young adults with children, families, single adult women experiencing domestic violence.	<i>PSH</i> <i>Supportive services including: case management services, tenant assessment, mental health services, rent assistance, services for children, chemical dependency support, health care and other relevant services.</i>		11 agencies to provide supportive services through 22 programs, of which 6 agencies focus on providing supportive services to families.	
\$572,770 <i>Chronic Homeless Campaign (2110); Homeless youth/young adults secure stable housing; Health Impact Council Outcomes (2419, 2420); Employment Impact Council Outcomes (2501-2506); and other allocations coded as 1200, 1401, 1402, 1410, 1411, and 1412.</i> <i>Unable to determine percent going toward families with children.</i>				
Chronic homeless single adult population, homeless youth/young adults, youth in foster care, immigrant, refugees, low-income households, people with mental health, substance abuse physical disabilities and other issues.	<i>PSH; Food banks/meal programs/home delivery; individual development account; landlord liaison program; system/coalition support; mental health and substance abuse counseling and treatment; employment/education training; job readiness; ESL and literacy programs.</i>		Bulk of this funding supports the Chronic Homeless Campaign for single adults; the IDA Program for youth aging out of the foster care system, the Health and Employment Councils which serve families, but the majority are not homeless families. A portion of the Landlord Liaison Project and 2101 directly serves homeless families.	
\$695,000 Basic Needs- Housing Stability <i>Approximately 85 percent for programs with focus on families with children</i>				
Households at risk of becoming homeless and homeless households that need move-in rental assistance.	<i>Emergency rent assistance and housing stability assistance, includes financial assistance and support</i>		11 agencies to meet housing stability needs of households at-risk of becoming homeless and homeless households	

	services.		transitioning out of homelessness	
\$154,000 Family Homelessness 100 percent for programs with focus on families with children				
Homeless households with children.	<i>TH, case management services, rapid re-housing activities, back to school supplies.</i>		All funds provide services to families with children in the context of transitional housing and support services provided through: <i>The Washington Families Fund;</i> Rapid Re-Housing Project; Backpacks and school supplies for children.	

Building Changes Washington Families Fund WA State Dept. of Commerce and 19 private funders

\$3.3million (funds expended) 100 percent for programs with focus on families with children

Target Population	Allowed Uses <i>Current uses italicized</i>	Flexibility	Current Use	Challenges / Opportunities
Homeless families with children.	<i>Housing and stabilization services for homeless families.</i> <i>Non-time limited and permanent supportive housing.</i> <i>Case management, direct services for families, job training, mental health/chemical dependency services, cash assistance.</i>	Funds are flexible but may not be used for shelter or rental assistance.	36 projects total 9 projects in King County: 7 serving families with moderate level needs and 2 serving families with high level needs	<ul style="list-style-type: none"> Increases availability of flexible funds in many areas around the State. Match requirement also boosts local support from other philanthropic partners and housing and service partners in the region. Match requirement has been a barrier for some agencies (especially smaller agencies in rural areas). Requesting the State for additional funding 2010; fundraising with private donors is on-going

Public Health – Seattle and King County Health Care for the Homeless Network

\$6,448,733 Total Budget (includes local, state and federal sources)

Unable to determine amount towards families with children.

Target Population	Allowed Uses	Flexibility	Current Use	Challenges / Opportunities
Homeless adults, families and youth countywide	Primary health care, substance abuse, emergency care with referrals to hospitals for in-patient care services and/or other needed services to assist difficult to reach homeless persons in accessing care, and provide assistance in establishing eligibility for entitlement programs and housing.	Substantially limited by federal regulations	Multi-disciplinary health outreach teams in homeless and permanent supportive housing Nursing, primary care, case management, recuperative care, assistance in enrollment for benefits and services Health and safety technical assistance for shelters and day centers	<ul style="list-style-type: none">The new healthcare reform act will offer changes in the way healthcare services are organized, funded and delivered

Abbreviations:

TH: Transitional housing

ES: Emergency shelter

Op: Operating

SS: Support services

O&M: Operating and maintenance

SSO: Supportive services only programs

SH: Safe Havens

CoC: Continuum of care

I&R: Information and referral

MH: Mental health

SA: Substance abuse

PSH: Permanent supportive housing

HMIS: Homeless management information system (locally - Safe Harbors)

FMR: Fair market rent

RFP: Request for proposals

NOFA: Notice of funding availability

Notes:

1. 2009 budget figures unless noted
2. Amounts shown are for homeless housing and services resources which in some cases are a subset of the larger amount for that particular funding source (e.g. CDBG, MIDD, Veterans and Human Services Levy, Seattle Housing Levy, local General Funds, Public Housing Authorities vouchers)